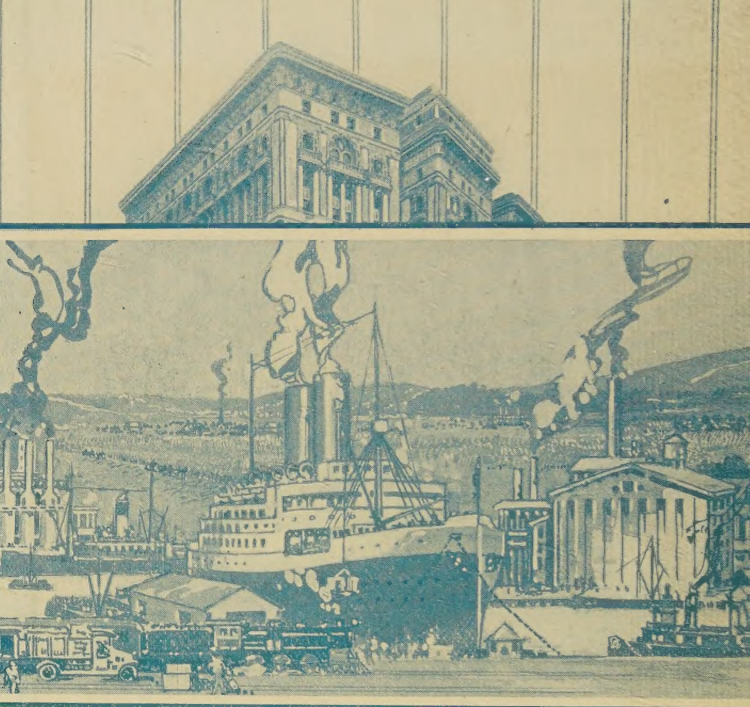

OPPORTUNITY
UNITED
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500 Answers to Sales Objections
Donald Bren

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Salesmanship

THE STANDARD COURSE

OF THE

UNITED Y.M.C.A. SCHOOLS

BOOK I

THE SALESMAN AND HIS JOB

BOOK II

THE SALESMAN AND HIS GOODS

BOOK III

THE SALESMAN AND HIS CUSTOMER

BOOK IV

THE SALESMAN AND HIS SALE

Salesmanship

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The Salesman And His Job

Indicating the Scope of a Salesman's Vocation and the Preparation Necessary for Making It Most Successful

BOOK I

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EDITOR'S PREFACE

Five years have elapsed since a Committee of the Y. M. C. A. Educational Secretaries' Association prepared and published the Course in Salesmanship which has been taught in the Associations, with great profit to the students, during these years. That Committee consisted of J. W. McCandless, Executive Secretary of Minneapolis; A. L. Ward, Educational Secretary at Washington, D. C.; B. D. Edwards, Chancellor of Detroit Institute of Technology; and C. H. Rouster, Executive Secretary of Cincinnati. To them all credit is due for the course, which did such good service throughout this country and with the army, at home and abroad, in the Great War.

In 1919 the educational experiences of the Association Movement crystallized into the organization of the United Y. M. C. A. Schools. The purpose is to prepare standardized courses of instruction that will be authoritative, sound, and interesting; and to carry on the great educational program which was begun in the armies of our country.

The Salesmanship Commission of the United Y. M. C. A. Schools, at a meeting held in Detroit in March, 1920, carefully reviewed the answers to a questionnaire which had been sent to salesmanship teachers and classes and decided that the Course in Salesmanship should be revised and brought up to date. All sides of the question were thoroughly discussed by the Commission and the course now presented is the result of its plans.

The authors have contributed liberally of their time and thought to make the course as practical and scientific as possible, as a revision of the former course. An advanced step has been taken in the physical make-up of the course by putting it into sixteen lessons in four books. Each book discusses one broad subject which is a composite of the lesson subjects; and the entire course moves forward from first to last in a logical order, with cumulative force and value to the student.

We have preserved and further emphasized the twofold nature of the course; Part I, dealing with and developing the Sales-Process, and Part II, the Salesman. The Science side of selling is discussed in Part I and the Development of the Salesman himself in Part II. Of course it is not humanly possible to separate the two absolutely, but a fair attempt has been made to do so and with good success.

In behalf of the Salesmanship Commission, the editor desires to express appreciation to all who have contributed material to the course.

The names of those who have assisted in its production, in a notable way, are mentioned earlier in this book.

The Associations have in the past, through the medium of their salesmanship courses, had much to do with shaping the ethics of twentieth century business. It is our hope that this revised course will not only enable the Association to make men, but also continue to raise the standards of the economic world.

WILLIAM JESSUP SHOLAR.

A TALK WITH THE STUDENT

A student of salesmanship can approach the subject both as a science and as an art. The SCIENCE consists of certain rules and principles which selling men have discovered and verified through years of experience and study. These rules and principles now constitute a definite body of knowledge, separate and distinct from the knowledge included under any other science. The ART of Salesmanship is the practice or utilization of the principles laid down in the Science. The Art has been practiced since time began, and it is practiced widely today by men who know exactly what they are doing and how they are doing it.

Both the Science and the Art are perfectly clear, definite, teachable, like the science of engineering or the art of acting.

The present is a golden age for salesmen, and even greater opportunities lie ahead. In order to grasp these opportunities the aspirant needs a *special* education and the subject matter of salesmanship education exists in such a shape that it can readily be taught. That is the purpose of this course—to teach Salesmanship.

The Material of the Course

The text material of the course consists of four Textbooks, eight Lectures, and four Projects. There are four lessons in each textbook; sixteen in the complete course. Two special *Lectures*

accompany each textbook and a *Project* for you to work out. If you are a member of a Y. M. C. A. class in Salesmanship you should receive your course as follows: At the meeting when the class is organized, Book I will be given to you. When the class meets to discuss the first lesson, the first Project will be handed you. At the second class meeting the first Lecture will be passed out, and at the third session the second Lecture will be placed in your hands. Then at the fourth meeting Book II will be distributed. This method will be continued throughout the course, so that you will receive a piece of material of some kind at each meeting.

How to Study

The lessons are each divided into two parts. Part I presents The Sales-Process—the technical side of selling, or what may very well be called the mechanics of selling. Part II considers The Salesman *in relation to* the Sales-Process, and to himself as a man whose powers need to be developed consistently and intelligently in order to achieve worth-while success. These two parts of the lesson should be studied in the light of their vital relationship. They are closely interlocked and neither one taken by itself can give full value to the student. This is a vital point. If you miss any portion of either part, you will find yourself crippled in the next lesson—and that means crippled throughout. So do not slight a page or a paragraph because it happens for the moment to

seem unrelated to your subject. *Do not slight anything.*

A word about the illustrations is also due in this place. There are three great fields of selling: the retail, the wholesale, and the special. Space will seldom permit the use of three concrete examples to illuminate a single point; but those used have been chosen as impartially as possible from all three fields. The student should bear in mind that the principle in an illustration or example is in nearly every case meant for the threefold application.

As to your method of study, do not dupe yourself with the vain belief that one hurried "skimming" will suffice. What others have learned in years of rough experience and earnest reflection you cannot hope to absorb in an hour of passive reading.

Salesmanship is not a subject to be "soaked up." It is not a dry, abstract body of knowledge, but an activity, and to learn it presupposes activity in the student. You must wholeheartedly and vigorously participate. You must work, and work with earnestness and concentration. "The sun never burns until its rays are focused."

If you put little into these lessons, you will get little out; if you put in much, the range of your possible benefit is without limit.

Note carefully the headings and subheadings so that you may know precisely what each section teaches. Underline the sentences that seem to contain the meat of the paragraph. Go back constantly for review, not only to clinch your knowl-

edge of the previous lessons, but to make the present and future lessons easier. Get the notebook habit—jot down any idea that strikes you as most vital—and carry the notebook in your pocket for reference when the text is not handy.

Whenever a plan is given you by which you may develop a trait of character, try it. You will not get anywhere by *merely reading*. The methods of self-development given in the course are sound and practical; just as practical and sound as are the principles and rules given in the Sales-Process. Men have tested every principle, every law, every rule, every plan, every method in this course and found them workable and valuable. Try them.

When you complete a lesson—that is after the class has discussed it—turn to the questions at the end of the lesson and answer them to yourself. If there are any that you cannot answer fully and clearly, go back to the text and get the answer.

Upon receiving a Lecture read it as soon as possible; read it twice. Compare its statements with your lessons and note the points of agreement or disagreement, if any.

When a Project is given you, *work it out* while the whole book is fresh in mind. The Project is designed to crystallize some of the principal features of the book into a concrete business situation for you to work out. It is a test of *your* grasp of the principles enunciated.

Take part in the class discussions. Do your full share when called upon by the instructor to

give a sales-demonstration. You thus help yourself and your classmates.

Benefits of the Study

"Instruction ends with the schoolroom, but education ends only with life."

However faithfully you pursue the course, do not expect it to make you *at once* into an expert salesman. Knowledge of a profession is the *tool* with which we do our work; the skill that distinguishes the master is acquired only by *practice*.

This course of study will prepare you for employment in a profession where experts are at a premium; and, if you continue to follow its teachings, it will insure your rapid promotion.

Should you decide not to enter the ranks of professional salesmanship, this course will enable you to transact business with less friction and greater satisfaction. It will show you how to manage people with ease, for management is primarily the ability to get men and women to do what you want them to do; and that is salesmanship.

Best of all, perhaps, the course should help you to understand the laws of successful living, so that you will take your proper place in the social order and serve humanity efficiently. Thereby you will inevitably deserve and receive just reward and happiness.

Arthur H. Myer,
Director of Commercial Instruction.

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Lesson 1

Part I
ECONOMICS IN SELLING

Part II
THE ART OF SALESMANSHIP

YOU MAKE YOUR JOB

A SALESMAN'S job is as big as he makes it. Its diameter is the measure of his own ambition. Business gives him nothing that he does not earn; but rewards him with prodigal hand for sincere service in catering to the needs of humanity.

A salesman's job is sketched in this book. The sketch is in broad lines and primary colors; the picture will be developed from lesson to lesson in finer lines and blended colors. You will then understand how big your job is and how big you may be.

Now, you must study—study well this sketch of your job—in order that you may know the full import of Business, the Factors, Elements, and Human Faculties with which you are to deal in your job. You must first grasp the meaning of business and the place which selling fills in the economic order. Get this definition:

> **Economics in Selling is the study of the means used by business in negotiating to supply the needs of humanity.**

Your job is to supply part of those needs. In doing it you serve; and consequently deserve reward for every service that is constructive.

Part I: The Sales-Process

ECONOMICS IN SELLING

Chapter I

The Evolution and Scope of Business

1. *What is Business?*—Business is the means used to supply the needs of humanity, and in supplying those needs business is also the way by which man earns his living. The complex and earth-girdling processes of modern business, like all other forms of man's achievement, have a long history of evolution behind them. The needs of primitive man were few and Nature supplied them with no cost to the man save the physical exertion of taking what was needed. If Nature's supply of food gave out, the family or tribe simply migrated to virgin regions where food could be had for the taking. Tents and garments were made of animal skins crudely fastened with thongs and no man was dependent upon his neighbor. There was no necessity for earning a living, hence there was no *business*. Each man was sufficient unto his own need so long as Nature produced the raw material.

A day came, however, when the first trade was made between two men—the first sale, let us say—and maybe it happened in this way. Obeying the dawning instinct of experimenting with things at hand just to see what would happen, a man of the

tribe fastened white fox-tails across the front and back of his brown, bearskin coat after he had shaped the latter to conform somewhat to his figure. And, to crown his achievement, he cut a strip, some six inches wide, from a mottled deer-skin and used it for a belt outside of his coat. Now, such a coat—fit to form, with fancy belt and white fur tails swinging in the breeze—was a great stride forward in the fashion of that day. Every young man of the tribe wanted one and proceeded to take lessons from "Mr. Tailor" (for that probably became his name). But not all were adept in tailoring, so one who preferred hunting (and perhaps his name was "Hunter") said to Tailor, "You make me a coat like yours and I'll furnish the skins and will give you the carcasses of the animals for your own food."

That was a *trade*—the first sale on record in the Neolithic library. It was an exchange of *labor* and that is really what every business transaction is even today. A shepherd might have given a sheep in exchange for a bag of grain. The shepherd did not have time to raise grain and the farmer could not raise sheep. Each spent time and labor in raising his own product and traded for equal value. But, by and by, the shepherd had more sheep than he could use or even exchange for things he wanted. There were communities far away where his sheep were needed and he would drive them there and find buyers and get something in exchange that would represent their value. Out of situations like that has grown our modern economic order in business.

Long, long ago man ceased exchanging his labor for the things needed by himself and his family. As his wants grew, it became more and more impossible for him to distribute his labor for the things which he needed, so money came to represent the value of his contribution of labor to the social state—and that labor may have been manual or mental.

2. *The Ramifications and Interrelations of Business.*—An example here will show why business has grown to its present world-encompassing proportions, and how utterly impossible it is for us to supply ourselves with even the simplest necessity of life without the aid and cooperation of other humans and lesser animals.

You find that you need a pair of shoes and you decide to buy a high grade shoe with patent leather vamp and dull leather top. You try on three or four pairs and the salesman wraps up the ones selected, hands you your change and you complete a very simple transaction in buying and selling. The money you paid for the shoes represented *your* labor for a given number of hours. But what labor and how many transactions were tied up in that pair of shoes? Let's see!

"The vamp is made of Russian horse hide, tanned in New Jersey with bichromate of potash. The top is in all probability of goatskin, grown in South America and tanned in Philadelphia with gambier brought from the East Indies. Wood oil from Michigan renders it soft and pliable. The brilliance of the patent leather was obtained

by polishing with a composition containing lampblack from New York, turpentine from North Carolina, linseed oil from Ohio, dammar from New Zealand, asphalt from South America, benzoin from Sumatra, benzine from Pennsylvania, amber from the Baltic Sea, sandarac from Africa, mastic from Greece, and Cuban lac.

"The heavy sole came from the back of a Texas steer, tanned in Kentucky with oak bark from Tennessee. The sole is stitched to the welt, the welt to the insole and upper with linen thread spun in Scotland. This thread is strengthened with wax made from rosin and tar extracted from the pines of Georgia and South Carolina. The cement which holds the thread channel around the edge of the sole owes its origin to Brazilian rubber tree sap. The leather for the box toe was hardened by shellac hailing from Siam. An Australian kangaroo furnished the hide for the tongue. The polish on the sole is due to a coat of bayberry tallow from the West Indies, mixed with honey and beeswax from Florida and turpentine from North Carolina. Tragacanth from Persia cleaned the top and tongue.

"The twill for the lining was made from cotton grown in Mississippi, woven in Massachusetts, stiffened in Philadelphia with paste made from Kansas wheat flour. Thread spun from Sea Island cotton supplies the top stitching. The felt heel pads are made from the wool of Ohio sheep, felted in a New York town, distributed in Boston, glued to place with gum arabic from Egypt. The shoelace is made from cotton grown in Louisiana,

woven in Massachusetts, colored with logwood from Yucatan, aniline blacks and other chemicals. Iron ore dug in Sweden supplied the nails that fasten the heel to the shoe. The lacing hooks and eyelets were fashioned in Connecticut from a combination of zinc from the mines of Joplin and copper from the Lake Superior regions. Agatine covers and gives them their darkened gleam. Silk from China provides the tag, made in New Jersey, embroidered with the name of the maker of the shoe." Your shoes were wrapped in tissue paper inside a cardboard box. The box was made of wood pulp. Its outside was covered with white coated paper and there was a printed label on one end. The shoes came from the factory in a wooden case made from a tree grown in the great forests of the Northwest.

Here, then, is an illustration embodying every branch of business. When you paid for the shoes it was the completion of a process involving the *entire modern economic system* with all of its complexities and interrelations. Europe, Asia, Africa, the islands of two great oceans, the Americas, all contributed material for your shoes. Every means of transportation was utilized—camels, horses, mules, oxen; the backs of white, black, and yellow men; slow moving barges on lazy tropical waters, sailboats, rowboats, small steamers on inland lakes, great ocean liners, auto trucks, railroads—all brought something that went into the making of your shoes. Think, too, of the thousands of men and women all over the world who had a hand in producing or conveying

or recombining or manufacturing the things in the shoes. And the money that changed hands in all these transactions, who supplied it? Think also of the bookkeeping, the making out of documents, the letter writing, the telephoning, the keeping of factory records entailed in the process of getting the materials together and turning out those shoes. It is a long, long trail that leads from the simple job of making a pair of sandals from dried deerskin up to your complex shoes. Our primitive ancestor who had his first pair of sandals made them himself after killing the deer. Your shoes were made available to you only because of our highly articulated business system, which draws on every corner of the globe in order to supply the needs of man and to *create new wants.*

Chapter II

Interdependence of Economic Classes

3. *Who Make Up the Economic Classes?*—The short answer to that would be: "All of us." But the reply would be insufficient. Your pair of shoes and every other item of your wearing apparel; your food, the house you live in, and everything you have to use or enjoy, travel to you as a result of our great big business machine—business organization. And that machine has made us absolutely dependent on each other; no one is free from it. The machine works with wonderful ease and freedom from

jolt or friction. Strikes, lockouts, panics, wars, droughts, fire, storms, deaths, shipwreck, accidents, failures, none of these nor anything else stops the wheels of business for long in any one sector of the world's marts. Now, you may be disposed to ask, "What keeps the business machine going day after day, month after month, without let up?" The answer is, "We all have a hand in keeping business going." Every man and woman who earns a living is a necessary part of the business machine; yet, sometimes we wonder how everybody earns a living.

Some day, when you are in New York City, travel the entire length of Broadway. You can do this comfortably by surface cars (if you can get a seat). The distance is some twelve miles; and you will find that great thoroughfare lined with stores on both sides, making twenty four miles of stores—barring the few blocks of unimproved land in the Bronx. The instinctive query is, "How do all these stores make a living?" But they do. Broadway is but one of many streets and avenues in New York lined with stores. Just remember that 6,500,000 people live in New York—to say nothing of the several hundred thousand who live elsewhere but go there daily. Visit now a small village and look at the few stores and maybe a factory or two. Again the question comes, "How do these villagers all make a living?" But they do. The fact is there is a place for every normal man somewhere in the economic order. He belongs to one or more of the economic classes which make up the social

order. These classes are the Producer, the Consumer, and the Middleman or Salesman. No class stands alone, however; each overlaps the other in many cases.

4. *The Producing Class.*—While it is strictly true that everyone in business is a producer and everyone is a consumer and everyone is also a salesman, yet it is possible for us to separate the three classes with sharp lines. A workman, for example, in a brickyard produces bricks, but does not consume them, nor does he sell them. His sole business is production of bricks. The things which he consumes are produced in other places not at all akin to brick-kilns. And the man who persuades a builder to buy some of those bricks is a salesman or middleman. He doesn't consume bricks; he sells them to the builder—the consumer. And the builder who uses the bricks in making a house consumes them; he neither produces bricks nor sells them. Here is a little garment shop, let us say, making gowns for women. The owner and his male help do not wear gowns; they do not consume gowns; they produce and sell them. But they buy and consume various kinds of cloth and lining, hooks and buttons, lace and trimmings. And the man who sold you a set of books is a middleman. He did not produce the books—that is, he did not make them. Nor is it likely that he has a set of his own; he does not consume his own wares; he sells them. So, you see, a man may be a producer in a sense which differentiates him from a consumer or a middleman, and every

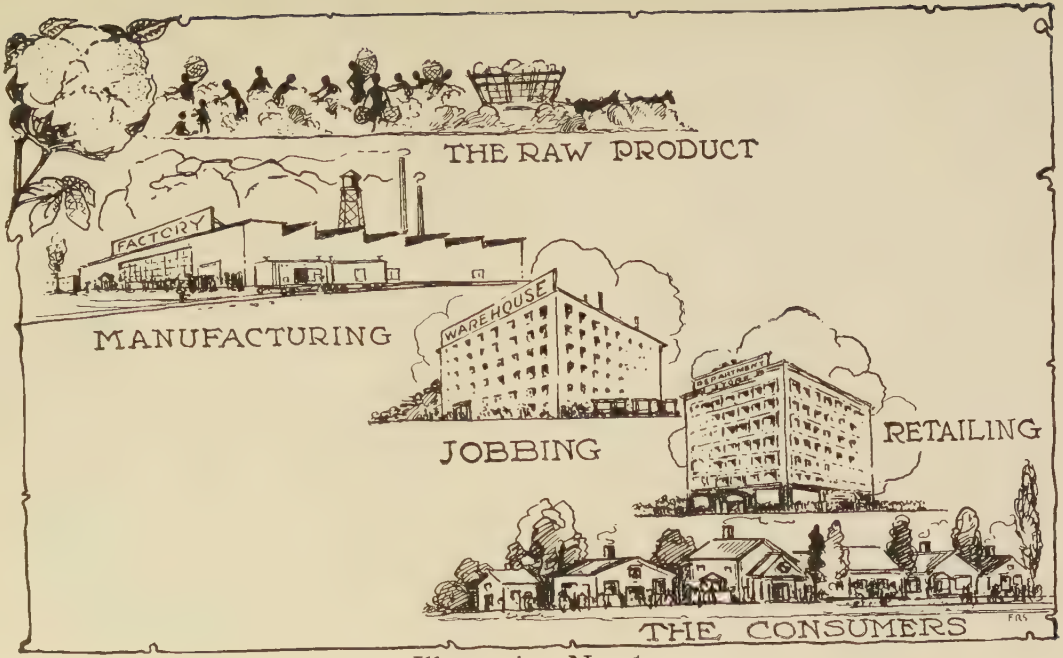


Illustration No. 1

Four steps in normal distribution from producer to consumer

man inevitably falls into one or more of those classifications.

There are two main types of producers. The first or primary type includes all who obtain the raw material from Nature's storehouse. Foremost among these are miners and quarrymen. They dig from the earth the coal, iron, copper, silver, gold, granite, and other material so essential for our comfort and happiness. The woodsman and the fisherman also belong to the primary producing class; so do they who gather crude rubber from the forests in Brazil and resin from the pine-trees of the South. Another group of producers of raw material is composed of farmers, cattle breeders, dairymen, fruit growers, and kindred lines. These men *assist* nature in the production of raw material and cooperate with nature in the production of better cattle, more luscious fruit, and a larger yield of grain. The producers of raw material in the first group—miners and others—seldom dispose of their products to the ultimate consumer, and the larger share of the products of the second group—farmers and cattle breeders—is changed in form or passes through several middlemen's hands before reaching the one who ultimately destroys them by consumption.

The second type of producer is the manufacturer. He may take raw iron and turn it into steel rails or bridges; or he may sell steel rods to the man who turns them into needles or screws or nails. He may buy raw cotton and transform it into cloth which is consumed by a family in

making garments; or he may sell the cloth to another manufacturer who makes sheets and pillowcases or collars and shirts. The manufacturer may make the finished article from raw material, or he may make part of an article which is to be completed in another factory. Some automobiles are merely assembled by the supposititious maker; the parts being made in various factories equipped to do special work of that nature. The only reason for a manufcturing plant is that it does something to or with raw material which renders it of greater use to the ultimate consumer.

Production, whether of raw materials or manufactured goods, is the backbone, the mainstay of business.

5. *The Consumer Class.*—All business exists for and is sustained by the ultimate consumer—you and me and the other folks whose needs are many and growing more. Business affords us an opportunity for investing our labor—manual or mental—so as to earn the needful things of life and maybe some things not so needful but, nevertheless, pleasurable; and business also brings to our door the things we want at the time we are ready for them. The consumer is every man and woman, boy and girl linked in the far-flung chain of earth's social order. A distinction is to be made, however, between the consumers who *destroy goods utterly* or by use cause them to *depreciate in value,* and the consumers who *change* the character or form or appearance of materials in the process of manufacture. One

class we may call *ultimate* consumer, the other class *intermediate* consumer. A manufacturer is usually both. He is an ultimate consumer in using coal, lubricating oil, belting, factory supplies and machinery; but is an intermediate consumer in using rubber, chemicals, and packing cases in manufacturing hot water bottles, let us say, which are to go to the ultimate consumer.

Here is the way the matter sums up between producer and consumer. Each producer creates a *few* of the objects he needs as a consumer; but many of the things he needs—a great majority of them—are in the hands of other producers. The man who produces shoes, for instance, may possibly use three pairs in a year. What he needs, therefore, is clothing, food, furniture, carpets, shelter. He must have these or he will not be happy and content. As a producer he *makes one* thing; as a consumer he *needs many*. And the hundred and one things which he wants are in the hands of producers whom he has never heard of and who have never heard of him. The producer standing alone is helpless and the consumer alone is destitute, except for the article which he can make. The producer has things he does not want; the consumer wants things he does not have. This affords an opportunity for a third class in the economic process.

6. *The Middleman Class.*—The middleman effects an exchange of products. Who combed the four corners of the earth for the materials in that pair of shoes you bought, and brought

them to the manufacturer in Brockton, Mass.? The middleman. Who occupy the twenty-four miles of stores along Broadway, New York, from the Battery to Yonkers? Merchants—middlemen. They are *necessary links* from producer to consumer, and without them business would be impossible. Marshall Field is said to have boasted that he would supply the wants of any man for anything that could be procured on earth. Every great department store has made it possible for the consumer to secure everything he needs under one roof—except a house for shelter, fuel, light, and ice. The middleman collects goods from every direction and sells them where they are most needed. Without him the manufacturer, for the most part, would not be able to market his products, and in some cases the middleman takes the entire output of a factory and relieves it of marketing problems.

The middleman class is the *salesmanship* class in business. Every form of selling is to be found here, and every possible opportunity for a man to bring needed goods to needing customers. These three economic classes—producers, consumers, middlemen—are linked up in a common and worthy cause. They are interdependent; they succeed best in proportion to the cooperation they give each other and the degree of service which is rendered to the social order.

Chapter III

Problems of Marketing Goods

7. *Difficulties Hedging a New Article.*—When you, as a salesman or an embryo salesman, are invited to take on a new article with full assurances that it is "a world beater" and that there "are millions in it," it will be well for you to look into the problems which confront the marketing of that particular article; for there are always problems surrounding every article in the effort to get it into the hands of the consumer or user. And while difficulties which may be surmountable attend every venture in life, the wise man seeks to ascertain them in advance and to plan a way of overcoming them. A part of the *salesman's job,* then, is to know economics and the principles which underlie the profitable marketing of goods. By "marketing" we mean everything that has to do with getting goods to the consumer after they are manufactured. The term "selling" refers more particularly to personal salesmanship.

Take one or two examples: A salesman secured the state agency for a patented device to be attached to telephones. It was highly indorsed by prominent business concerns in other states. The salesman bought 1,000 of the articles at 15c each in order to secure the state agency, making an outlay of $150. He then advertised for salesmen and saleswomen. He sold the article to the salesfolk for 25c each and they were to sell them

for 50c each; and he agreed to buy back all unsold articles when a salesperson wanted to quit. The salespeople were given districts in the city, and their sales were highly satisfactory the first day. Then something happened. The telephone company notified some of the buyers of the device that they must not be used on their instruments as it was a violation of contract. The agent took the matter up with the telephone company only to find that its contention was legal. He could, of course, have continued selling the article, permitting the buyer to discover that it could not be used; but he was honest and pocketed his loss.

Did the manufacturer take back the 900 unsold devices? He did not; that was not his game; he wasn't honest. The salesman ought to have found out *before buying* the goods just what problems might be in the way of selling them. This was especially necessary since the article was to be attached to an already patented article rented by a public service corporation, known to be very jealous of its prerogatives.

Another case: A salesman made application to an Ohio manufacturer for the Massachusetts agency of an acetylene lighting system for stores, churches, and dwellings. The company was well satisfied with his ability, record, and credentials. They extolled the merits of their lighting system and showed how much money agents were making in Western and Southern states. They then frankly said that it had been impossible for them to break into New England because of the rigid rules of the Association of Fire Underwriters.

They advised the salesman to make a consistent and strong effort to gain the cooperation and indorsement of the Fire Underwriters. They told him how to go about it and sent a quantity of helpful material, including the complete plans used in gaining cooperation from Fire Insurance Companies in other states. The salesman spent considerable time, with the assistance of friends among fire insurance men, to gain the consent of the Fire Underwriters to the use of the lighting system; but to no purpose.

Now, that manufacturer might have pursued different tactics. He might have sold that salesman ten or fifteen outfits for about $1,000 and have required him to sign a contract to take ten or twenty more each month for one year. He might have kept "mum" about the Fire Underwriters. And the salesman might have sold some outfits in country towns; and neither he nor the buyers would have known of the Fire Insurance restrictions until notice was served on the buyers that their policies were in danger of cancellation.

An article that can be marketed in one state or in one section of the country may not be a good seller in, or capable of being marketed in all states. The ground should be looked over carefully and obstacles thoroughly analyzed so as to overcome them if possible.

8. *Marketing Plans Should Be Sound.*—That goes without saying, of course; but thousands of failures have been scored in attempts at selling because the marketing plans were unsound,

or insufficient, or the goods were not capable of returning a profit. Many factors must be considered in planning the sale of goods, and the manufacturing end is one of those factors. In truth, all manufacturing is done *solely* for the purpose of selling and not for the pleasure of making goods. All manufacturing, therefore, exists for the one and specific end of *making a profit.* Marketing plans must of necessity take into account every factor, every element, every possible contingency which affects profits.

There are several questions to be asked about the product itself which we anticipate selling. Who will most likely *buy* these goods? Who really *need* them? Who can be *educated* to need them? Can the goods be sold *everywhere* or only in localities? What are the buying *habits* of those localities? Are they well-to-do, middle class, or poor folk? Can they afford to pay the price we *must* get for these goods? How long will it take to cover the market so as to make a profit? What about *competition?* How long have competitors been in the field? How strong are they financially? Will they be likely to *fight* my goods by cutting prices? What is the total *consumption* of goods like these? Is there a new, *undeveloped market* for them? Can we increase the consumption of the goods in *present* markets? Can we get our full share of the increased demand? If so, how?

These and many other questions should be seriously considered by any concern or salesman going after business in broader fields.

Competition is one of the main factors to be dealt with in mapping out a marketing plan; and your ability to meet that competition fairly and get your share of the trade at a profit must be determined. Meeting competition does not necessarily mean *cutting* prices or even selling at the same price as competitors. It is possible to meet competition successfully by *raising* your price, even in a market and with a product where price is most often the first consideration. Meeting competition successfully also may depend on proximity to markets, which makes quick deliveries an advantage. The very location of a plant may help or hinder the marketing of its goods profitably. And certainly the location of a store limits or enlarges its success.

Hit-or-miss methods in marketing are out of date, largely because of competition. The aim and purpose of the producer is to get his goods into the hands of the consumer as rapidly as he manufactures them, at a fair profit, and to collect the money on time. He must sell, then, in such *volume* as to make the business worth while.

The manufacturer's marketing problems are far more numerous than those of the retailer or even of the wholesaler. He must first *find* his market and then devise ways and means of getting and holding trade. He may do this by personal salesmanship alone or by supplementing his salesmanship with advertising. His advertising may be direct publicity in magazines and newspapers, or it may be direct-by-mail advertising, or

both. He may even go in for billboard displays and car-card publicity. Whatever he does should be *well considered* and made into a *plan* with a definite *purpose;* and he should stick to his plan, provided it is sound. Given an article that fits into the needs (realized or to be awakened) of humanity, it *can be sold*—no matter about the price. The *right market* can be found, and the *one best way* to sell it can also be worked out. Problems of marketing are all capable of solution even as problems in mathematics are.

9. *Creating a Market.*—There are two ways of getting customers for a staple article. One is to take trade away from competitors; the other is to find new customers—to create a new market. Sometimes the latter plan offers lines of least resistance and costs considerably less. This is well illustrated in the marketing tactics of many large corporations. Some years ago, the U. S. Steel Corporation decided that it must sell more fence wire, and it looked around to see what new field could be secured at least expense. It was figured out that the greatest demand for wire should come from live stock men who had to fence off their pastures. But most of the pastures were fenced off already. So it was up to the sales department to *create* more live stock farms. There then began a complicated sales campaign which involved the banker, the farmer, and the agricultural colleges all over the country. The result of the campaign was that thousands of acres of Kaffir corn were planted in hitherto un-

profitable farming communities, which corn was fed to live stock, which live stock was fenced in with steel wire, which wire was sold by the U. S. Steel Corporation. Millions of dollars have been spent by that corporation on sales campaigns of that kind. They have made money out of it, yes, and so have the farmers and the cattle men. All have been benefited.

William Wrigley furnishes another example of the man who created a market for staple goods. He landed in Chicago, at the age of twenty-six, with a cash capital of $32. Today he is a millionaire several times over, and his retailers collect from the public something like $40,000,000 a year for nine billion sticks of chewing gum. When he decided to market gum the field was apparently already crowded. There was scarcely a corner of the country where gum was not sold. His problem, then, was not like that of the Steel Corporation. It created *new markets* while Wrigley created new and larger *desires* for chewing gum. In order to create that desire he had to use every form of advertising, and now spends around $3,000,000 annually in publicity. Perhaps the costliest illuminated sign in the world is the Wrigley sign at Times Square, New York. It costs an even $2,000 a week. Wrigley has gained what probably no other manufacturer has been able to get, and that is 100% saturation of territory in sales. Every dealer who *ought* to sell Wrigley's gum now sells it. And yet other gum manufacturers prosper because of the Wrigley campaign. Although he came into the field long after some

of them, his sales now exceed all the other manufacturers combined.

Yes, there are *old* problems in marketing that yield to *new ways* of solving and there are always new problems arising that require investigation, analysis, and testing by known or ascertainable standards. The manufacturer, the middleman, or the salesman succeeds best who delves into the economics of business and the economics of selling. They are related subjects, utilizing the same factors in some cases and in other cases dealing with totally different elements.

Chapter IV

Standard Methods of Selling

10. *Ways of Reaching the Consumer.*—The middleman is the bridge over which goods are carried to the consumer. But there are several varieties or classes of consumers and they must be reached by different bridges. Moreover, goods themselves require selling in a way that shall be most in harmony with the nature of the goods and the use for which they were produced.

Suppose you are the discoverer of a new chemical compound that may be put up in a tin can and sold to the housewife for ten cents, leaving a net profit of five cents for yourself, provided you sell 500 cans a day. This compound, let us say, is really the very best cleanser yet found. A teaspoonful in a tub of soiled clothes will actually loosen and precipitate every particle of dirt and

grease, without the least bit of scrubbing or washing of the garments on the part of the laundress.

How would you proceed to get your goods into the homes of the world?

Maybe you want to make all of that five-cents-per-can profit yourself, so you attempt to sell from house to house. But that would leave you little time for making the goods. Your next move would be to ask a retail grocer to sell the cleanser for you and he consents, provided you let him pay you *after* the goods are sold. He soon sells the dozen cans you left with him and wants more. Then it occurs to you that other grocers would sell it, and you visit as many as are within reach. Some agree to try your product and some turn you down. Now you hire a man to sell for you and you devote your time to making the goods. But one man can cover only a small territory when it comes to calling on retail grocers.

One night, you get to thinking over the bigness of the United States, and take out your pencil and do a little figuring; for that day you had run across a man who lent you a book giving facts and figures about merchants in New England. You put down a lot of figures on your sheet of paper. You add and subtract and divide. By and by, you jump up and startle the wife by saying, "Gee! we are rich; I can make $15,000 a year right here in little old New England!" But the wife doesn't seem impressed very much by enthusiasm and figures; she prefers cash in hand.

You are right in your figuring, however. If you can induce but *half* the stores in New Eng-

land to handle your goods—stores that should handle them, grocery, hardware, druggists—and each store sells an average of only *one can a day,* and you make a net profit of but *one cent* per can, you will in very truth have an income of $15,000 a year out of New England alone. What would it be if you get even 50 per cent distribution throughout the United States? And look across the water; how much could you sell over there? How will you get that distribution; first in New England, then all the way to the Pacific coast?

This illustration is not at all fanciful. Many fortunes have been built exactly that way. There live today, in a New England town, the sons of a man who made "Rising Sun" stove polish. He used to peddle it from door to door at home and in near-by towns, after making the goods in his kitchen. He became a senator and left a million dollars to his heirs, who carried on the manufacturing until they sold out to a competitor a few years ago.

Suppose you invent a machine that must sell for $1,000. It is a machine, let us imagine, to record your letters as you dictate them. We already have the dictaphone, which records your letter on a wax cylinder as you talk to it. But an operator, who is a typist, must listen to that cylinder and type your letter on a typewriter. This is a great saving of time on the part of the dictator and of the stenographer. Your invention receives your message on a metal plate not much thicker than your business card. Two plates can be made at the same time; one to be kept as

we now keep carbons. The letter thus made is indestructible and can be mailed anywhere and reproduced on any talking machine at any time. Your machine is worth a thousand dollars in any office, for it would eliminate the stenographer.

How would you market your machine?

There are three standard methods of selling or ways of disposing of goods to consumers, and in each of these methods *personal selling* is the usual instrument used. The salesman is the medium in each method used to reach the consumer; he is the real bridge by which the manufacturer or producer distributes his goods to the buyer. A salesman, then, may be placed in one of these three main divisions of selling, viz: Retail, Wholesale, Specialty.

11. *The Retailer as Middleman and Salesman.* In almost any village or small town, especially in the South and West, in the summer time, vegetables and fruit may be purchased from a wagon as it passes along the residential streets. The vendor is a farmer who has raised the foodstuffs which he is selling. He is both producer and middleman and is likewise a retail salesman. He is an example of the *simplest* method of selling—the shortest line between producer and consumer. He brings raw material direct to the ultimate consumer and supplies his need for that kind of food. He may also sell his wares to the market man or grocer for resale.

The small retail store is well known to us. We find it everywhere. In every large city there

are retailers sufficient to supply everything that man can ask for. A big department store with a $10,000,000 stock and 6,000 employes is equipped to supply every household need of man except light, fuel, and ice. The retail store is the outlet for the manufacturer's goods designed for the general public. It is the fertile field for salesmen representing the jobber, and the manufacturer who has eliminated the jobber. The mail order house is necessarily classed with the retailer, and one mail order concern sells to 6,000,000 customers.

The ethics of retailing has undergone considerable change in a half century; a change as marked as have been the methods of doing business among all economic classes. The retailer was not always a Golden Rule man. Time was when the customer in a retail store took great chances in buying—chances as risky as buying a horse without looking inside his mouth. When Scollay Square, in Boston, was the shopping center, it was quite the thing for stores to have "yardsticks" only thirty-four inches long but marked for thirty-six inches. That state of mind (and it was not confined to Boston) gave manufacturers an opportunity to unload goods at a fine profit—goods that were *not* as represented. We now have a totally opposite method of dealing with the public on the part of the best stores in every town. "Your money back if not satisfied" is the slogan.

Retailing in a large store is a complicated business, but it has been so well systematized that the wants of customers are easily cared for and an-

ticipated. The *clerk* behind the counter is the retail salesman or saleswoman. Through him, or her, goods are brought immediately to the attention of the consumer. And the whole earth is ransacked by representatives directly from the big stores, or by other middlemen, in order to find new goods to satisfy the desires of humanity.

The live retailer is ever on the alert for new lines that may be sold *without too much effort* on his part and at a fair profit, for he doesn't want the competitor across the street or around the corner to get ahead of him.

12. *The Jobber as Middleman and Salesman.* The normal steps of getting goods from producer to consumer are these: Producer of raw material to manufacturer, to jobber, to retailer, to consumer. Among the longer stairs, winding in most round-about ways, is the route taken in the domestic cotton-goods trade. It runs like this: Cotton grower to trader, to broker, to piece-goods manufacturer, to mill agent, to jobber, to garment manufacturer, to retailer, to consumer. These two types of marketing stairs are pictured on page 29.

Note that eight profits are taken before the consumer gets the garment. Sometimes there are *more* than eight profits, as when the baled cotton is sold by one trader to another; or when piece goods are passed from one jobber to another. The trader is the Southern merchant who buys the baled cotton from the producer and sells it through the broker to the manufacturer. There

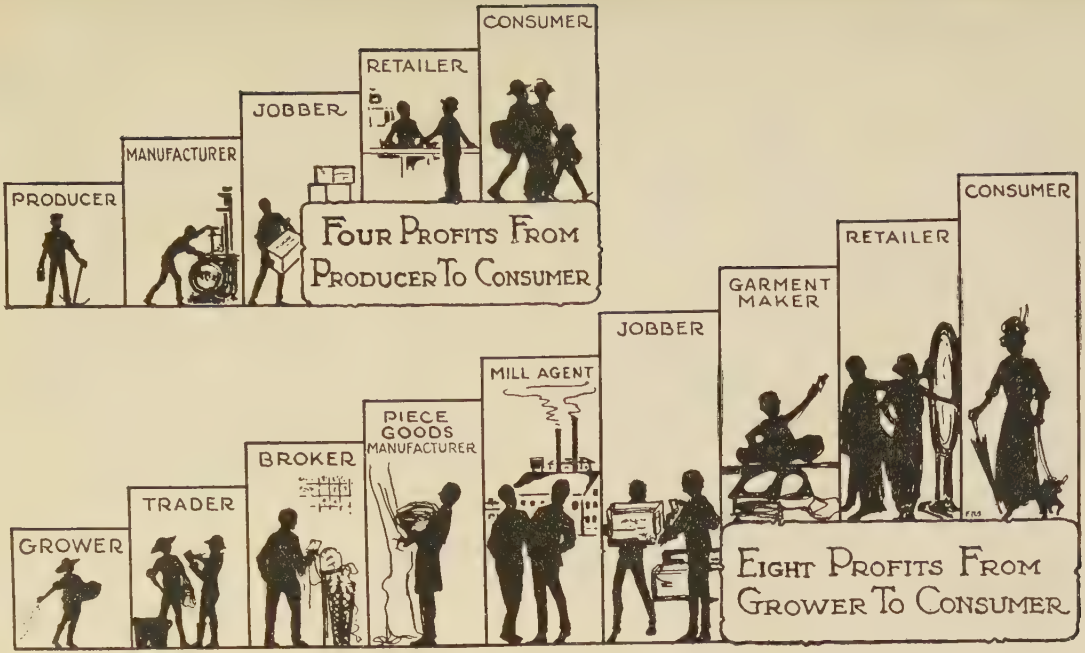


Illustration No. 2

are still longer chains, however, in getting some lines of imported raw products to the ultimate consumer.

The jobber and wholesaler are one in function in North America. The jobber formerly bought job lots only, but now both he and the wholesaler are so much alike that there is no difference. In Great Britain and on the Continent, however, the old distinction still obtains. We shall use but the one term, *jobber,* hereafter in speaking of wholesaler or jobber.

The functions of the jobber are to buy in large quantities from the manufacturer or producer, and to sell in lesser quantities to other jobbers or to retailers—usually to the latter.

When you were making plans to market that cleansing compound throughout New England and America, the next step for you would have been to convince jobbers that you had a salable and profitable article for *them* to handle. Their salesmen would soon have put your cans in a majority of the retail stores.

The great advantage in marketing goods through an established jobber, or several jobbers, is that it relieves the manufacturer of assembling, training, managing, and paying a sales force. The jobber carries a great variety of goods and his salesmen sell the *whole line.* That reduces to a minimum the selling cost of each item. He can very well handle your product on a margin of 10 or 15 per cent, whereas it would cost you probably 25 per cent and maybe more to sell through your own salesmen. Commissions or

salaries, travel expense and management expense, together with the keeping of records and losses from bad accounts, run up the cost of your own selling considerably higher than you can have it done through a jobber.

Many manufacturers now find it to their advantage to sell their goods direct to the retailer. They can push their own goods harder than the jobber would and can control their trade more surely. Where there are strongly competing lines of national scope in staple goods, the direct plan—manufacturer to retailer—is more profitable and advantageous. And some manufacturers now sell direct to the consumer, eliminating the middleman entirely. Examples of this may be found in the large chain stores which have taken manufacturers into the organization or have built or bought factories to produce certain staple lines. The big mail order houses, too, own factories producing a wide variety of goods.

The jobber salesman is the man who bridges the gap between the producer and the retailer. He makes it easy for the retailer to secure a broad variety of necessary goods from one concern and to carry a small stock. The average retailer can do business, therefore, on less capital because he can get his goods frequently and quickly from the jobber. If the retailer had to order every item from the various manufacturers, he would need to employ a staff of bookkeepers much larger than is now necessary. And it would make the manufacturer's marketing infinitely more cumbersome

and costly. The jobber salesman has a prescribed territory which he visits at regular intervals. He gets to know his customers intimately and is in a position to be of material service to them.

13. *The Specialty Salesman.*—Of the three classes of middlemen—retail, jobber, and specialty—the specialty man fills the most difficult position. He may be a retailer and again he may be a wholesaler. He is sometimes found selling a ten cent article from door to door, and frequently sells goods in carload lots. His wares may consist of insurance, books, household supplies, or utensils. He may sell typewriters, adding machines, correspondence courses, or steel bridges. He may handle listed stocks and bonds or he may be a promoter raising the money necessary to build a new factory. The specialty man is the *typical* salesman. The retail salesman is most apt to sink into an *order taker* only. The jobber salesman is, in some respects, an order taker also; but he has to exercise some initiative in dealing with his customers and he must hold them to his house. The retail salesman does not need to *find* customers; they find him. The jobber salesman builds up a regular list of customers in a specific trade and calls upon them at regular intervals. The specialty salesman has to *find* his customers and utilize all or most of the art of selling to get an order; and very frequently he gets only *one* order. In many specialty lines, however, repeat orders are not only possible but expected. This is true with insurance, bonds,

office equipment, advertising space, and some forms of business service.

The specialty salesman is a business missionary, an ambassador of commerce. It is he who brings to us every new invention, every device that makes for comfort, pleasure, time-saving, labor-saving, money-saving. Many staple lines were, at their birth and for some time thereafter, specialties. The specialty salesman is, then, the man or woman who sells *one* thing, or even more than one if each is outside the pale of staples, although it is not always easy to draw fast lines between a staple and a specialty. In this class we shall have to place the lawyer, doctor, teacher, and preacher, for they all have something to sell—a specialty.

Chapter V

Service the Keynote of Selling

14. *The Two Legs of Business; Confidence and Service.*—The visible part of business—that which we are accustomed to see every day—is made up of men, materials, and money. But these are not the vital forces of business; the powers that have evolved in business its human quality and supreme usefulness are invisible. Wires hung from pole to pole along the street are, as wires only, useless; but start the generator at one end, turn the buttons and close the switches along the route in homes and factories and there is heat, light, and power. In a somewhat analogous way business is surcharged with a force which

is not purely material; and that force is manifest in the dual characteristics of *confidence* and *service*. Confidence is the favorable feeling created in the mind of a customer through the *personality* of the salesman, the *service* rendered by the seller of the goods, and the *goods* themselves. And it must be borne in mind that everything we buy is bought only because we either *know* or *believe* that it will serve us in some way or other.

The two legs, then, on which business stands and walks or runs are *confidence* and *service*. The former will be discussed in a subsequent lesson.

Service is the fundamental keynote of all selling.

Profits and salary or commissions are but *by-products* of service. The best, quickest, and easiest way to make money is *not* to work for it. That is the testimony of many men who have become wealthy. Charles M. Schwab declares that he has never thought of money as the end for which he was working; he thought, rather, of a service to be given to humanity in making steel and in giving employment to men. William Wrigley gives like testimony. He went broke twice, and it did not disturb either his digestion or sleep for a moment. After achieving his tremendous success he said to a reporter who was interviewing him: "In no deal did I ever figure our own profit first. That's the wrong end to start from. I always mapped out some proposition whereby the dealer or jobber would make

a mighty good thing." "We must give 'em the thick end of the stick," he used to say to his assistants. "No matter how thin our end is, remember we have *thin* ends coming in from *everywhere,* and many littles make a lot." Money in itself is valueless apart from the service which it represents as the contribution of some man or group of men to society. There are two forms of service, essential and gratuitous.

15. *Essential Service.*—The needs of primitive man were confined to food, shelter and clothing of the simplest kind; the kind and quantity of the latter depending on the climate. But modern man needs several thousand things in the make-up of his food, shelter, and clothing. Some of these may be classed as luxuries; but they have become necessities to some men and women. Everything produced or manufactured, having *inherent* qualities or characteristics of value to someone somewhere on earth, is capable of performing an *essential* service for man; it is necessary for his profit, pleasure, or happiness. We may say, then, that:

> **The heart center of a salesman's job is to open the eyes of his prospect to the essential service which the commodity can perform for him as an article to be resold at a profit or to be retained for utility, pleasure, or happiness.**

16. *Gratuitous Service.*—Gratuitous service is

anything done for a customer *without material recompense.* There is undeniably a selfish motive back of most gratuitous service, for man has not yet advanced to the perfect state where he does things for other folk without thought of recompense. But there *is* recompense—profit of some sort—for every service rendered by one man to another. So in business, it has been discovered that it pays to give every possible aid to the customer in helping him to make wisest use of the commodity. Some concerns maintain a service department with trained men in charge, whose sole function is to give expert advice and assistance to the user of their commodity. A twelve-inch hack saw isn't a complicated tool—not the least bit. It is a very plain little saw used to cut metal. But Clemson Brothers think it worth while to make a two page spread in *The Saturday Evening Post* to advertise their "Star Hack Saws," with six reading lines on the second page. And of those six lines, five are given over to an offer of gratuitous service like this:

> *"You owe it to yourself to know more about the cost and efficiency of your hack-sawing. Have one of our service men call and make a practical test in your own shop. Usually we are able to show how to reduce costs at least a third. Star Service Men are located in all chief cities."*

In that same issue of *The Saturday Evening Post,* Graton & Knight, manufacturers of leather

belting, have a two-color page advertisement. There are six paragraphs of reading matter. Here are the first two and the last:

> *"The day is past when the only duty of manufacturing leadership is simply to supply goods of a high grade quality.*
>
> *"Leadership now carries the responsibility of a service which assures to the customer the best possible results from his purchase.*
>
> *"Graton & Knight experts have long been advisers for some of the best-belted plants in America. They will be glad to serve you without obligation on your part."*

Another page advertisement is headed this way:

The Spirit of the Remington Is the Spirit of Service

That expresses the *spirit* of every modern business, organized on sound commercial lines, and operated under correct business principles. The Prest-O-Lite Company advertises *"More than 2,500 Service Stations throughout the United States and Canada"* and each service station has one motto, "Helpfulness to the Buyer."

Business, then, has its spiritual side; it is not wholly intent on making a dollar in "any old way," no matter about the customer so long as you get

his money. Manufacturers, jobbers, and retailers are constantly endeavoring to find new ways to serve customers and thereby, it may be, retain trade and good will. In hundreds of ways, salesmen, too, are serving their prospects and customers entirely apart from the lines they carry, and they do it without immediate thought of making money out of the service. Gratuitous service is a factor which no successful business man, nor salesman, fails to give at every opportunity.

17. *Selling is Service.*—That is the shortest and simplest definition of selling. It will, however, be augmented and made complete in Lesson II. If selling is service, then the goods sold must be capacitated to serve the buyer. That principle eliminates all questionable sales of every nature from the business of an honest man. Goods that are to serve honestly must be exactly *all that is claimed* for them, and no claim is to be made that cannot be proved in the goods. That is essential service.

In addition to selling on merit the goods he handles, the salesman himself gives every possible service, within reason, to his customer; and so does his house, whether manufacturer, jobber, or retailer. In so doing they are helping to make business a finer force in supplying the needs of man; and they also are working more and more in unison with the elements which make our social order strong and healthy and genuinely serviceable to all of its members.

Part II: The Salesman

THE ART OF SALESMANSHIP

Chapter I

Harmonizing with the Economic Order

18. *The Fourth Profession.*—According to an age-long classification there were but three classes of men qualified to be called professional men, for there were but three professions, viz: Theology, Law, and Medicine. They were called the *learned* professions; the reason for that cognomen being that a man was obliged to go to college to learn theology, law, or medicine. Moreover, the state required the lawyer and the doctor to pass rigid examinations before they could practice their respective professions.

Of course there are today several occupations or vocations requiring university or technical school training, and these have as much right to be classed as professions as those already mentioned. Engineering, in its many branches, teaching, journalism, architecture, music, art, social and industrial management, all of these and other vocations are now a part of the university curriculum. And at last Salesmanship is taught in the university. It now bears the dignity of a profession and by all rights it is the *fourth* profession, standing next to the original three in its social and economic significance and importance.

Indeed, salesmanship is not only a profession, but the *greatest* profession, for it requires of those who rank among the real salesmen of the world the broadest kind of knowledge and a mastery of self not required in other professions. A real salesman is a composite of all that is found in men of other professions. He is a lawyer influencing the mind of man, a preacher in his sense of right and wrong dealing, a physician diagnosing and prescribing for business ills, an engineer building business enterprises, a teacher educating his customers, an architect constructing ways of making goods build better business, an artist painting pictures of profit and pleasure and happiness, a musician singing a song of optimism and success and harmonizing the discordant players among his prospects who are out of tune. Yes, you are all that and more if you are a simon pure salesman; but you aren't perfect—not yet.

You have a big job and you need to develop *all* the potential bigness that's in you. You can do that if you begin by grasping the full significance of your job.

19. *Master of Salesmanship.*—The doctor, the engineer, the lawyer, the architect are masters of their professions and they became masters, not by *birth* but by hard study, by work and more work intelligently directed. Each of the men in those professions was *born,* but not born a doctor, a lawyer, or an engineer. And you may have a predilection for meeting people and persuading them and winning them your way, but *training* in

the Art of Salesmanship will make you a Master Salesman. Note that we say TRAINING in the art, not merely *reading about* the art.

What is the Art of Salesmanship? Here are two dictionary definitions of Art:

> *"A system of principles and rules for attaining a desired end." "Systematic application of knowledge or skill in effecting a desired result."*

In this course, both in Part I and in Part II, you will be given the principles and rules for becoming an expert salesman. You will make of yourself that expert, that master salesman only as you *apply* the knowledge intelligently. By applying it *continuously* you become skillful—an expert, a master, an artist salesman. Art is the application or the practice of knowledge gained from those who have learned, or gained in your own experiences. Salesmanship is not guesswork; it is art, for art is based on science and science is knowledge classified and systematized.

Art is, first of all, order and system. An artist painter does not daub his paints on the canvas in a hit-or-miss fashion, nor does he make sketches that way. No, he first learns how to arrange his sketch in perspective and make a skeleton of it that will be accurate. He then clothes his skeleton with color and, by making the shading right, he brings out details and life. In painting a portrait an artist may make as many as 30,000 strokes with his brush. What is he doing in those

great numbers of strokes? Harmonizing color, geometry, human physiognomy, clothing, character, light, shade, with a brush and paint and canvas. For what purpose? To paint a picture of the man—his customer—in so *natural* and *pleasing* a likeness that the man will recognize himself and like the portrait and pay for it ungrudgingly. That is what you are to be—an artist in manipulating all of the materials to be found in the Economics of Selling.

20. *Happiness in the Job.*—You want happiness, of course; everybody does. That is what we seek in life. You can have it, but it must be *earned*—earned in the contribution of useful service which you make to the social order. Get this clearly fixed in mind that happiness is *satisfaction resulting from useful work.* That is the testimony of the wise men of all ages and races—of rich men and poor men, healthy men and cripples. Now, the best, quickest, and easiest way to the desirable things of life, along with happiness, is to harmonize yourself with the economic order; attune yourself to the standard keynote. A man out of harmony cannot be happy. If you quarrel with a friend, happiness is disturbed; discord has arisen. If you get a "call down" from the boss, it makes you unhappy; harmony is disrupted for the moment. If a prospect treats you with unusual brutality—turns you down "cold"—it may spoil the whole day for you.

How will you meet these conditions?

First, get a clear understanding of economic

conditions and relationships. They have been put very briefly in Part I of this lesson. Get it firmly fixed in mind that *you*—the salesman—are the key man in business; that *you* are the man on whom the producer depends to put his goods into the possession of consumers; that *you* are the one who makes it possible for the consumer to get the things he needs—the things necessary for *his* happiness or comfort or pleasure or existence. You are the *harmonizer* of business forces.

Then, align yourself with those forces to master them so that you may be able to overcome discord with harmony. A musician must first master *knowledge* about his instrument and about musical notes, then he must so *handle* his instrument that it will produce the tones indicated by the score or notes. In other words, he harmonizes instrument and notes and himself before he can make music or melody.

A salesman must know his own particular business—his instrument; he must know himself—his powers and abilities; he must know business as a whole—its human nature and modes of action; he must know how to handle his instrument—his goods—so that it and he will fit into the orchestra of business perfectly, harmoniously, as a violin does in an orchestra. He is then an artist, practicing what he *knows* and satisfying society with harmonious service.

Chapter II

The Training Essential for Salesmen

21. *Ignorance Invites Failure.*—"It has been estimated that only five out of every hundred salesmen can be called *professional* salesmen. I firmly believe the reason for this to be that the energy necessary to induce a salesman to study is dependent upon his ambition, which is lacking in 95 per cent of men." That is the judgment of A. E. Wehmeyer, Sales Manager, Hanley & Kinsella Coffee Company, St. Louis. And he further emphasizes a great truth in saying: "But the professional salesman—the man who has studied and still studies in his profession—does not recognize the 95 per cent mentioned; he finds their competition merely a stimulant."

Salesmanship, then, as a profession demands of you adequate *preparation* and continuous *study,* else you sink down to the level of a mere *order taker*—and he is worth about $18 a week, sometimes $25. It's the *trained* man who wins in any sphere of life—athletics, war, engineering, higher accounting, law, baseball, billiards, surgery, electricity, chemistry, manufacturing, selling, all demand men who KNOW and can DO. Nature plays no favorites in handing out prizes. Rewards go to those who *earn* them by preparation, and more preparation, and continuous preparation. *Luck* belongs to the race track, the turn of a card or dice, futures in cotton or wheat or stocks; it has no place in a salesman's vocabulary.

He works under natural *law* and the first requirement of law is knowledge; the second is action based on knowledge. That shuts out *luck;* results become certainties easily forecast.

22. *Learn Business Principles and Practices.*— It may be safely asserted that a man cannot possibly learn too much about business; and that, in order to keep up with the progress of business, he must learn something new at least every week. What ought you to study as foundation material for salesmanship? Here are the subjects in which you should be fairly well grounded:

Accounting	Foreign Trade
Advertising	Industrial Relations
Auditing	Insurance
Banking	Investments
Business Law	Management
Corporation Finance	Marketing
Correspondence	Organization
Cost Finding	Production
Credits	Real Estate
Economics	Transportation

No business man, much less a professional salesman, can afford to be ignorant of those fundamental business principles which are elucidated in standard books dealing with the subjects given. And when you have read one book on a subject, you will need to read another in a year or two in order to keep step with business progress.

Business outgrows its clothes—its methods, its systems, its practices—even as a husky boy does. *Principles never change;* the practice of principles may vary as need arises. Results may remain, but methods of accomplishing results are revised and improved.

Under the old system of tanning with oak bark, it took from two months to two years to tan a hide. Chrome tanned leather may be turned out in from two to six days. The *principle* is the same — changing raw hides into serviceable leather; and the *result* is the same—workable and wearable leather; the method is radically different in utilizing the principle to accomplish the result. Get your principles straight; learn the laws of business, then fashion the best method for getting quickest and most satisfactory results.

23. *Learn Human Principles and Practices.*— To be sure, business practices are the outgrowth of human actions, so if you learn business principles you will be getting back to the sources of human action. But man is even more complicated than the business he has created; he is physically more complicated than any machine he has yet made. You must therefore study *men,* and you may well begin with yourself. This will not be an altogether easy thing to do, nor will your discoveries be entirely pleasant; but it is necessary for you to know just what your own stock in trade is, what you have to contribute to serving business. It is absolutely necessary that you be honest in any appraisal you may make of

yourself—your knowledge, your ignorance, your abilities, your weaknesses.

During the rest of the course, in Part II, you will study yourself and you will be shown how to know yourself and make yourself a bigger, more useful and therefore more profitable member of the economic order. Since all the members of the economic classes are interdependent; since no man is independent of his fellows, it rests upon you as a sacred obligation to assume your full share of responsibility in making business thoroughly honest, serviceable, and harmonious.

Chapter III

Building Business for Self at a Profit

24. *Laudable Selfishness.*—Selfishness is of several varieties. There is the selfishness which wants something—money, land, power, anything—and wants it to *gratify a personal* desire, to elevate itself *above* others, to satisfy material ambition or greed or lust. That kind of selfishness is destructive; it rides rough shod over the rights of others; it cares nothing about *how* it gets what it wants so long as it gets it. Law, morality, justice, all become obscured in the vision of the materially selfish man—the man who always "looks out for number one," who thinks of himself first, last, and all the time. And his selfishness works his own destruction in the end.

Then, there is the selfishness that wants the same things which the first selfishness wants, but

for a different purpose. It wants money in order that it may be put to use in making others happy, it wants land in order that it may be improved for the community's sake, it wants power for the purpose of making men better and the state more perfect, it wants a big business so that it may give employment to large numbers and smooth their rough environment and supply needed goods to the largest number at lowest cost. That sort of selfishness is wholesome, commendable, worthy. It is also constructive and its reaction on the man is to give him greater power and happiness.

In each case the man is working for SELF. That is the point to be made here. No matter what you are doing, who you are working for, what you are selling, you are in business for *yourself*. You are indeed your own BOSS.

In a very emphatic and peculiar sense a *salesman is in business for himself*. The money he gets depends entirely on his own efforts. If you work on commission *you fix* your own earning capacity, and you *get* what you *earn*. If you work for a salary, the salary is gauged by the dollar value of your sales and fixed accordingly. And your employer will fix it low enough so as not to lose money on you, because he can afford to pay you only a certain percentage of his gross profit for selling. A salesman is free to do as he likes in the way of a day's work. He can earn as much or little as he pleases. It depends on *how* selfish he is and the *kind* of ambition dominating him.

25. *Be a Profit Maker.*—Since you are in business primarily for yourself and secondarily for the house that employs you, why not make dividends on yourself? Get this burned into your soul; that being in business for yourself you should be selfish enough to want to make all the money possible in order that you may spread happiness and retain your full share. This is what you want, not the money for itself alone. The harder you work, the more you will inevitably make for the house that employs you. The house gets the benefit of your laudable selfishness. The house sets you up in business, supplies the goods without cost to you, takes the risk of collecting the money, keeps all the books, attends to buying the goods which you sell, or makes them and ships them. The house takes all the risk and does all the worrying that is necessary.

That fact, then, ought to make every salesman put on every ounce of selling power in order to take the utmost advantage of the opportunity his house has given him, without the investment of a dollar on his part. You are in business for yourself—independent of financial investment, manufacturing problems, labor troubles, variations in prices, or any of the ills which daily hover around the heads of the executives "back home."

Do you take advantage of the business that is yours? How much do you earn? Are you content? Do you want more? Are you really making a PROFIT, or are you merely paying expenses, without a dollar left over for dividends?

Let's see! What does it mean to make a profit?

Here is a manufacturing plant, let us say; a corporation owned by 100 people who furnished the capital to start and maintain it until it could sell enough goods to pay its running expenses. At the end of the year when the books are balanced, it is found that all expenses have been paid—rent of building, heat, light, power, repairs, improvements, replacements, office supplies, factory supplies, freight, telephone service, taxes, raw materials, labor, salaries—every expense has been paid for out of the returns from goods sold. But there is left over only ten or fifteen dollars; not enough to divide up among the 100 stock owners and call it a profit. Suppose that is the condition year after year. What would the owners do? You know; they would oust the management and put in others who *could make profit.* Merely making *expenses* is not sufficient in business.

Apply this illustration to yourself. You, too, have to pay out money for expenses, and they are very much like those of a factory. You pay for rent, taxes, clothing, telephone, carfare, food, replacement of furniture and equipment, insurance, entertainment, everything you need. You pay for these out of your earnings—your gross income from services sold. What have you *left over* at the end of the year? If you have nothing, you have not made a *profit* on your work; you have merely earned expenses; you are not a good manager and you ought to discharge some of your slackers, the *traits of character* which have prevented your making a profit, and employ more efficient helpers. You are, without question, a bad

manager of your own business if you can't make enough money to declare a dividend on your own capital of time, energy, intelligence, industry, honesty, perseverance, initiative, and ambition.

How shall you proceed to make a profit, since you are in business for yourself and you are the boss of your own faculties—the workmen doing what you induce them to do? Here's an illustration that will point the way.

Bates was a high grade salesman. He earned fairly good money, enough to supply his family with the necessities of life comfortably. He woke up on his forty-first birthday to the fact that he had only forty-one dollars in the bank. Maybe it was the coincidence that hit him peculiarly. Anyway, after counting up all that he owed, he found that he was $165 behind the game. He would owe that much money after paying out his $41. All day the problem haunted him, and the next day too. Finally he worked out this solution. He made up a budget of his family expenses for the year and divided it by 52. "Now," said Bates to himself, "I can sell enough goods, if I go at it right, during the first four days of the week, to *make my budget* of expense. All I make the rest of the week will be clear profit—velvet. I'll do it." And he did. It got to be a regular game with him to make his expenses by Thursday night, and sometimes by Thursday noon. And so good did that accumulating profit look to him that he turned Saturday into a profit maker too—at least, half the day.

Now, Bates did not accomplish that speeding

up process in a week, or a month; but he worked toward it consistently and used all his initiative to cover more territory and get more orders. Did he turn in bigger profit for his firm also? You know the answer. He worked harder for Bates because he was commendably selfish, and the firm got the benefit as well as Bates. He was loyal to *himself,* and loyalty to self *precedes* loyalty to the house or corporation. He harmonized his own affairs first and that made him a more harmonious unit in the employing concern.

Make your work pay you a profit.

Chapter IV

Working the Law of Average to the Limit

26. *The Mathematics of More Sales.*—It will readily be conceded that Bates was not *lucky;* he was more diligent; he worked more scientifically; he worked out a plan, then worked the plan; he worked *with* the law of profit making. "But how does that law work?" you have been asking, and now you shall have the answer.

Probably thousands of men flip pennies or quarters in the air every day and accept the side that falls upward in settling a difference or a bet. Suppose you flip a penny in the air twice and it falls heads up each time. Would you then conclude that it will fall heads up every time it is flipped in the air? No, you would not. But suppose you flipped it 100 times and heads came up 40 times. Would you establish the rule that heads will come

up 40 times in every hundred that a penny is flipped? You would have no warrant for so doing. In fact, 100 times is not sufficient to establish an average for heads or tails. Flip your penny up 10,000 times and heads will fall up 5,000 times and tails the same number. There might be a variation of one or possibly two in the total number, but probably no more. There is no reason why heads should not come up as often as tails *in the long run.* There is nothing to *control* the average for one side or the other, so they would split 50-50 in the grand total of a sufficiently large try out. The normal average would be equal for each side.

Now, go down to the Metropolitan Life Insurance Company's marble building at No. 1 Madison Avenue, New York City, and ask for a conference with the statistician. Say to him: "Mr. Man, you have written a great many policies today, how many of the men will be alive a year from now?" Then Mr. Man will give you a very illuminating talk on *averages,* and will tell you that of 1,000 men insured today, at a certain age, *60 will die within a year.* They know it, there is no guesswork about it. Insurance companies have kept statistics for a century and a half; they do not guess.

Again, suppose James Wilson takes out a policy for $5,000, pays his first premium and dies the day after. The insurance company loses $5,000, doesn't it? No, for there will be *one* man insured that same day with Wilson who will live so many years *beyond* the average that he will

make up for the loss on Wilson. The company *knows* that on the *average* policy it can and will make a profit. It has been figured out mathematically.

Take another illustration from life insurance. If 1,000 men, each 25 years old, take out life insurance today, what will be their condition 40 years from now, or when they are 65? Here is the answer:

10 will be very rich,
40 will be fairly wealthy,
50 will be making a living,
360 will be dead,
540 will be dependent on others for food, shelter, and clothing.

Every 1,000 men at the age of 25 in this country will average *exactly* like that when forty years have elapsed. When you once get the *average* result of anything, it will always, without fail, work out everywhere the same.

Plan a direct-by-mail campaign. Write five different letters, offering a booklet free to those who ask for it. Mail each letter to 1,000 persons—the 5,000 all being of the same class. Letter number one pulls 3 per cent replies, number two pulls 5 per cent replies, number three pulls 7 per cent, number four pulls 6 per cent, number five pulls 12 per cent. You choose number five as the letter to go to 100,000 persons and it will bring you back about 12,000 replies. An aver-

age of 12 per cent will be maintained for the 100,000 letters or for 1,000,000. Business is a science; it is not guessing nor gambling. Get your mathematics of selling *exact* and you can forge ahead confidently.

27. *Establish Your Own Average.*—Far too many salesmen are content to jog along without finding out how many sales they really can make in a day by applying a little time-study methods to their work. When an efficiency man is employed to speed up output, he first studies the workers to ascertain what the normal output per man *is*. Then he studies the machinery and the job to find out if each is being handled as efficiently as possible. Having worked out a method of procedure, he trains some men in the new way and determines what the average output per man *should be*. If the men can be persuaded to adopt the new method of work the output will *average* as planned.

It is your privilege, if not your duty, to *study* your own methods of work, and make your own average increase in productiveness greater. For example: If you are now calling on twenty prospects a day and you sell to two out of the twenty, it means that you make 520 calls in the 26 working days of a month and get 52 orders. But a further investigation of your record, covering 2,000 calls, shows that you worked only an average of *four hours* a day, and that at a leisurely pace. Suppose you adopt Bates's plan of making a real profit, what will you do first? Work

seven hours a day instead of four. That would be the honest way with yourself, wouldn't it? You would then make 910 calls a month and get 91 orders. If your commission is $5 your income will jump from $260 a month to $455. There isn't one bit of guesswork about this nor is it "hot air stuff." Do you know any easier or better way to make money than that? Increase your average and YOU profit thereby.

There is still another angle to this idea of working the law of average to the limit. Check up your record again and doubtless you will find that the daily average looks like this:

Number prospects not in	6
Number couldn't see—too busy	5
Number who fixed date in future	3
Demonstrations given	6
Total calls	20
Orders taken	2

Now, try a little time-study on yourself and the result will probably show that you spent an average of 5 minutes on the men who were out or too busy, and an average of 6 minutes with the three who shoved you over to another day. That includes the time in getting from place to place. Your demonstrations took an average of 28 minutes each. There are ways in which you may cut down the loss of time on the eleven men you did not see; and your demonstration of a $25 article might be cut to an average of 20 minutes, thus

giving you 48 more minutes of the four hours. By checking up the weak spots in your demonstration you should sell *one more* prospect out of the six. Your total check up and corrections should net you 34 more sales each month or $170 —a total of $625, as contrasted with $260 a month under the lazy hit-or-miss plan. It has been done.

Make your own averages higher.

Chapter V

Opportunities and Rewards

28. *Salesmen Wanted Everywhere.*—Look in any Sunday paper in the first class cities and read the "Help Wanted" advertisements. By far the greater number under any occupation is for salesmen. The calls for them in the *New York Times,* for instance, run from 100 to 200 every Sunday. Multiply that by the demands in all the cities and add to the number the concerns that want salesmen but do not advertise for them. It is claimed that 250,000 new salesmen are needed in the United States and Canada every year. It is quite true that a large proportion of those who take up selling drop it because they are not at all fitted for the job. You can't make a salesman out of every man, but sometimes the most unpromising material can be *trained* into high grade salesmanship ability. No salesman need be out of a good job twenty-four hours. And any man who really wants to sell can take his choice of

articles and his territory, and he can practically choose the house he wants to sell for. So great is the present demand that several manufacturers canvass the graduating classes of universities and colleges for likely men. They are taken on and given a thorough training—earning while they learn.

29. *Bigger Jobs for Big Salesmen.*—Examine the roll of executives of the country and you will find that a majority came up through the ranks of salesmen. The reason is not far to seek. A salesman meets men and *knows* men; he also *knows business* in its broad values; he has to help men reach decisions and so becomes a man capable of making *quick decisions*. He *gets action* out of men and keeps control of himself. Add to these abilities, the study habit—keeping abreast of the times—and you have the very material necessary in an executive. The bookkeeper has no such schooling as the salesman nor has any man in the office force.

The rewards for professional salesmanship are everywhere, both in advancement and in money. Some of the largest salaries or commissions are paid to salesmen—larger sometimes than is paid even to the manager of the company for which he sells. The salesman fixes his own income.

Here, then, you have, in this lesson, the *place* of the sale in the economic process and the *art* side of salesmanship. On one side stands the consumer, forced to buy practically every commodity that he needs for daily use. On the other side

stands the producer, who has quantities of goods that will simply spoil on his hands unless he sells them. Both the producer and the consumer are practically helpless, by themselves. Here the salesman—retail, jobber, specialty—steps in, brings the two together, and distributes the excess of both and relieves the wants of both.

He keeps in motion all producing which, without him, would come to a standstill for lack of a market. He makes comfortable all consumers, who would otherwise suffer for lack of something to consume.

Here is a final point. The salesman himself is in one sense a *producer*. He does not delve in the earth for raw materials, and he does not manufacture raw materials into the market product, ready for use. What he does do, is to carry the product hither and thither, and offer it at the times and in the places where men need it. He thus *adds a real value* to the goods. He does not produce quality, or style, or workmanship: but he does produce the value of get-at-ability, which is quite as important as any other value.

If you now rightly understand Economics in Selling you will surely agree that selling is the *master problem* of business. Salesmanship is a profession, not without dignity and even a kind of sacredness. In addition, the man who sells may pride himself upon being one of the least dispensable, one of the most productive and serviceable of all the world's workers.

Ask Yourself These Questions and Answer Them:

Don't be satisfied with merely THINKING you have the right answer; be *certain* about it. If you are not sure of your answer or the subject is hazy, turn back and read the section carefully.

1. Give the definition of Business.
2. Name the two main types of producers.
3. Describe the two consumer classes.
4. Who are middlemen?
5. Give examples of marketing difficulties.
6. How many ways are there of creating a market for goods?
7. What are the standard methods of selling?
8. What are the advantages of marketing through a jobber? Of selling direct from factory?
9. Discuss the two legs of business.
10. What is the "heart center" of a salesman's job?
11. Give the short definition of Selling.
12. Why is Salesmanship the fourth profession?
13. What is Art? Art in Salesmanship?
14. Name the business subjects you should study.
15. Distinguish between the two kinds of selfishness.
16. Are you making a profit on yourself?
17. Outline a plan for making more money.
18. Give the status of 1,000 men at age 65.

Lesson 2

Part I
FACTORS IN SELLING

Part II
KEEPING PHYSICALLY FIT

Part I: The Sales-Process

FACTORS IN SELLING

Chapter I

Analysis of a Sale—What Happens?

30. *What the Art Leads to.*—In Lesson 1 we scanned the horizon of humanity and learned that business is society organized for the purpose of supplying its own needs; that, through that service of business, men and women make their living by contributing their just share of labor—mental or manual or both; that it would be impossible for humanity to get its needed supplies from the producers, and that it would be impracticable for producers to distribute their goods to consumers without the aid of an intermediary; that the middleman is that intermediary whom we call salesman; that salesmanship is an Art which, like all other arts, applies exact knowledge and gets predetermined results.

Now, what happens when the art is in evidence?

31. *Just a Clerk.*—Look at Illustration No. 3 and let your imagination work. Here is what you will probably see: The woman is in the store buying things for the family needs. Before leaving home she made up a list of the things to be purchased. With list in hand she told the clerk

Illustration No. 3

what she wanted. He took the items from the shelves or bins or boxes, did them up in a bundle and handed it to the woman after she had paid for the articles. The sale is complete, and the customer is ready to go home.

That was a very simple transaction; it could be made simpler only by having the woman wait on herself. There is a chain of grocery stores, without clerks, bearing the quizzical name, "Piggly Wiggly." In them the customers help themselves and pay as they go out. But the chain is not long and is not likely to run very many retail stores out of business.

The woman in the illustration represents every housewife in the world, for all must buy gro-

ceries. She, also, is a type of all who go to retail stores of any kind to buy goods. The outstanding features of her visit to the grocer's are these:

She looked over her stock of supplies at home and found certain items were needed. It then became her concern to replenish her larder. She, at once, was very much interested in going to the store and getting the goods so as to have dinner on time. The clerk did not have to *ask* her to buy anything; she went there for that purpose—she *wanted* to buy. She had made that *decision* before leaving home and, having decided, she *acted* as quickly as possible. Moreover, she paid cash for the goods and had no regrets after receiving them.

The clerk's job was as simple as the woman's; in fact it was less complicated. He did not have to *show* goods; the customer knew *what* she wanted. He merely reached for the items as she called them off, totaled the cost, wrapped them up, made change, and handed it and the package to the buyer. He did not attempt to show her anything *not called for* on her list. If she hesitated in reading an item he may have said, "What else?" That, however, was probably the extent of his efforts at selling.

This picture contains all the elements and factors of a sale. It *was* a sale but there was *no salesmanship* evidenced anywhere.

32. *An Order Taker—Plus.*—Now examine Illustration No. 4 and let your imagination work again. Here is the story: It is another clerk

Illustration No. 4

behind the counter, but we find that he is also the proprietor and the buyer. A jobber salesman has just finished entering on an order sheet the items needed by the grocer and the latter is examining a new line of goods. What has happened?

The jobber salesman is in the grocer's town that day calling on his regular trade; for he must call on his customers at regular intervals, and this buyer is one of them. The salesman has no difficulty in getting at the grocer. He merely walks into the store as any customer would. There are no barriers—no gate guarded by an information clerk, no telephone operator indifferent to a salesman's hopes. His customer is in plain sight behind the counter. They know each

other; but probably no better than the grocer knew his woman customer. Unlike the woman, however, the grocer has made no list of things needed. There is nothing he particularly desires. He and the salesman look over the stock together. Yes, there's but a half dozen cans of cocoa on the shelf and none in reserve. A half case of canned milk is on hand, and two cases of pork and beans. All the items usually supplied by this jobber are gone over and a list is made up of things needed—enough to last until somewhat beyond the next trip of the salesman.

Note that the salesman *did not have to urge* the grocer to order these standard staples. He needed them or would need them before the salesman's next visit. He was not aware that stock was so low on some items until that fact was pointed out to him. He was then in the same mental state as the woman when she discovered that her cupboard was bare, so he ordered the goods without urging. The jobber-man was a *salesman;* he was an order taker *plus* something else that made him a salesman some steps beyond the grocer when *he* took the orders from the woman.

Suppose, on the other hand, that the salesman, after completing the list of things needed by his customer, should dig down into his sample case and bring up something *new*—something the grocer had never seen before—and attempt to get an order for a gross. Now a new element enters into the case. The grocer has his *attention* called to that article for the first time; he has

no desire for it; he isn't *interested* in it; he might make a profit, yes, but it is too much trouble to sell new things to customers.

The salesman somehow or other gets an order for half a gross. How does he do it? What has happened that makes that transaction different from the previous orders he had obtained from the buyer? You will get the answer before the lesson closes.

33. *A More Complicated Sale.*—Study Illustration No. 5. What do you make out of it? It is the home of Frederick Miller, a member of the great "middle class" of citizens. Let him tell the story:

"This incident occurred at my home one evening when, weary from long work, I had settled down to a quiet hour with a book. At 8:30 the door bell rang, and my wife went into the hall.

"I heard the door open and heard her say, 'No, we don't want anything,' and I expected that the door would then close. It did not close, however. An even-toned, masculine voice became audible and, a moment later, my wife came in, with a half-puzzled, half-ashamed expression. 'I suppose you'll have to see him,' she said. 'It will take only a minute.'

"I jumped up, impatient and angry. But the young fellow behind her was so healthy, good natured, and business-like that my temper faded away. Besides, I felt instinctively that a man of such evident character would not force himself upon me without reason. And when he addressed me by name and remarked that my partner in

Illustration No. 5

business had referred him to me, I unbent very decidedly. 'Oh, yes,' I said, 'Won't you take a chair?'

"For reply, he sprung the clasp of his sample case, revealing an enlarged picture. 'I want you to examine that for a moment,' said he; and out of deference to him I allowed my eye to dwell upon it.

"Meanwhile, the young fellow was talking. He represented Jenkins's new studio—branch of the well-known photographers in the city. They were just opening this suburban branch and intended to offer us first-class work right at home. The campaign in which he wished to interest me was merely a means of introducing themselves. Now this enlargement was made by a new process, and

I would notice certain features in which it excelled all other pictures of the kind.

"I had not previously heard of Jenkins Brothers, and I knew nothing of photographic processes, yet it never occurred to me to doubt what the man was saying. After he had run on a minute longer, I said, 'This is very interesting—but I don't know that I have any use for a picture.'

"He then asked me if I owned a good picture of my father. Well, no—I had to admit—not a very good one. The agent instantly turned loose the stream of his eloquence. I would surely want to have that old picture touched up and then enlarged. He grew earnest and enthusiastic as he talked. He pictured so vividly the joy of owning a life-size picture of my father that I began to wonder how I had ever endured the long days and nights without one.

"Then he suddenly opened a notebook in which I saw the written names of half a dozen of my nearest neighbors. They had already bought; it seemed that I was coming in last on this proposition. I began to desire one of those pictures very badly. 'Well,' I exclaimed, 'I'd certainly like to have one, but I can't afford it just now. What is the price?'

"The figure he quoted was rather high. But the agent reminded me that price should never be considered apart from quality and that, in view of the quality of this picture, the price was insignificant. It barely covered the cost, and it would be advanced in a few days, when their present advertising campaign ended. 'I suppose I ought to,' I agreed, 'but——'

" 'Very well, then,' he said, 'I'll deliver one week from today. Sign right here.'

"He laid an order book before me, placed a pen in my hand, and, without further objections and almost without thought, I found myself inscribing my name on a dotted line. The man had taken my order.

"He lingered a moment to show me some additional merits in the picture, recited a humorous anecdote about some one down the street, and, finally, with a cordial handshake, said good-bye. I silently congratulated myself that the young man had called. I felt well content with my purchase and looked forward with pleasure to the day when I could pay my money and receive the picture."

Do you note any differences between the jobber salesman and that photo salesman? Of course you do. The photo salesman had no *regular* customers. He had to *find* them. True, every man and woman was a prospect, but which were likely to buy could not be determined beforehand. He could not walk into a home as the jobber walked into the store. He had to ring a bell and *get himself invited* inside. Nobody *wanted* his photos; they knew nothing about them; they were not a necessity; the price was high. The burden was *on him* to carry the interview from start to finish favorably; he did it and made the sale. He was a real salesman; a professional salesman. How did he do it?

34. *Superior Salesmanship.*—One other picture and we shall have covered all the elements

Illustration No. 6

and principal situations which enter into selling. What is happening in Illustration No. 6? There is no sample case and nothing to indicate that one man is trying to sell the other anything. They seem very much in earnest, at least one man does, while the other is apparently interested. At any rate, he is giving courteous attention to what the other fellow is saying. It is more than likely that the salesman is selling insurance. His prospect is evidently fairly well-to-do—probably a corporation president. It is during business hours, yet the salesman has managed to get inside the office in spite of guardians at the door or doors along the line.

He differs in his problem quite a bit from the

photo salesman and very greatly from the jobber salesman. In the first place he has no samples; nothing to appeal to the eye or any other sense organ. He must *make* the prospect SEE the goods in mental pictures alone which he, the salesman, paints. And he is trying to sell his prospect something which will *not benefit* him at all, so far as money benefit is concerned. The photo salesman had something that could be hung on the wall and which would give pleasure and satisfaction in looking at it. Insurance offers no such advantage. So he must be rather a superior salesman who can get into a big man's office in busy hours; turn his *attention* away from weighty matters of business; *awaken* his mind to paying out money for something that will materialize only on his death; and then *get him to sign* an application for a policy. Yes, that is real salesmanship, and there are other lines of selling which require the same sort of salesmanship.

Now, then, these four pictures will enable us to consider intelligently

Chapter II

The Factors in a Sale

35. *Every Sale Involves Four Factors.*—Review, now, the four illustrations of selling given in the previous chapter and we shall find four factors in each transaction. Factors (if you recall your mathematics) are the elements or quantities which, when multiplied together, form a

product or result. What are the factors in the cases given? In Illustration No. 3, there were the woman *customer,* the *clerk* behind the counter (call him for our present purposes a salesman), the *order* given to the clerk by the woman and the *goods* handed over to her after payment—completing the sale.

In Illustration No. 4, we had a *jobber salesman,* the *grocer customer,* samples of *goods* or a catalog, and an *order* for a given quantity of goods; these to be delivered at a future date and paid for at a specified time—completing the sale.

In the third situation, we saw a *salesman,* a *prospect* who became a customer, *goods* (photos), a signed *order* for a photograph to be paid for on delivery—completing the sale.

Then in Illustration No. 6 there were a *salesman,* a *prospective customer,* a *contract* of insurance (which we shall call goods), a signed *application* by the customer for a contract (or policy) to be paid for as agreed—completing the sale when first payment is made.

The four factors, therefore, in each of those sales were

Salesman, or party of the first part;
Goods, or proposition for consideration;
Customer, or party of the second part;
Order, or agreement accepting the goods or proffer of goods.

36. *Salesman—Party of the First Part.*—Every man is a salesman, because every man has

something to sell some time in his life. That something may be his own services only; but his own services are very important to the man himself. He should be able to sell those services, therefore, to the best advantage and at the highest price possible.

The doctor, the lawyer, the clergyman—all are salesmen. The doctor sells professional services, so does the lawyer. The lawyer also sells his case to the jury or judge—that is, he must convince them and get a decision in his favor. The clergyman sells ideas of morality, truth, and ideal living to his congregation. The individuals in it who accept those ideals and live them are customers. A teacher is a salesman in imparting knowledge to pupils.

Then, of course, every man who (as in the four examples) really sells anything needed by man is a salesman. In the broadest sense, then,

> **A salesman is one who, through his own efforts, induces another, for his own good, to voluntarily act as he (the salesman) desires.**

That is not so easy as it may seem. In order to get that action satisfactorily, the first job of the salesman is to study himself and master his own powers, then master the art of handling the other factors.

37. *Goods—Proposal for Action.* — Technically speaking, goods are wares, commodities and chattels; but, for our purposes in studying sales-

manship, the word *goods* is used to designate, not only material things, but any *proposal* made by one person to another requiring acceptance or rejection; the proposal thus made specifying or implying service of some nature to be rendered, or value to be conveyed. There can be no salesman and no sale without goods exchanged for a valuable consideration.

38. *Customer—Party of the Second Part.*—It is not correct to call a man a *customer* unless he buys regularly or repeatedly from the salesman. If he gives only *one* order, and never any more, he is a *buyer* not a customer; but a customer is, of course, always a buyer. The person who has never bought from you is a *prospect.* Business language is rather careless in respect to those distinctions, however, and we shall not adhere strictly to them in this course.

A prospect is the man to whom a salesman wants to sell goods. The ability to keep a customer and sell him goods, month after month, cannot be compared with the far greater ability of winning a prospect to give you a first order. The Art of Salesmanship concerns itself largely with the *prospect* and not so much with the customer.

The salesman's job is to study men—their minds and emotions, their traits of character and habits, their likes and dislikes, their strong points and their weaknesses. He is to study them in order to *serve* them most easily and with greatest

satisfaction and profit to all concerned. We shall study the customer and the prospect in Book III.

39. *The Order—Acceptance of a Proposal.*—The fourth factor in salesmanship has hitherto (in discussions on selling) been called the "sale." That is not correct. The subject of this chapter is "The Factors in a Sale" and it would be wide of the mark to include the sale as *one of its own factors*. The sale is something more than its factors, for it includes all of them. This is brought out in section 35 (turn back and read it) where each of the first four paragraphs ends with the phrase "completing the sale." The sale, scientifically speaking, is not *complete* until the goods have been delivered and paid for, as many a salesman knows who has had a charge-back on commissions for goods not paid for.

The objective of the salesman is an *order* from the prospect, and we have come to speak loosely of that order as a *sale;* but there's many a slip-up between the order and the cash. Hence the very great necessity of using the soundest salesmanship art so that the prospect may *stay sold.*

To get the order and complete the sale certain elements must be utilized. These will be discussed in the next chapter.

Chapter III

Elements Correlating the Factors

40. *The Mechanics of Salesmanship.*—In a broad sense mechanics is the science which "treats

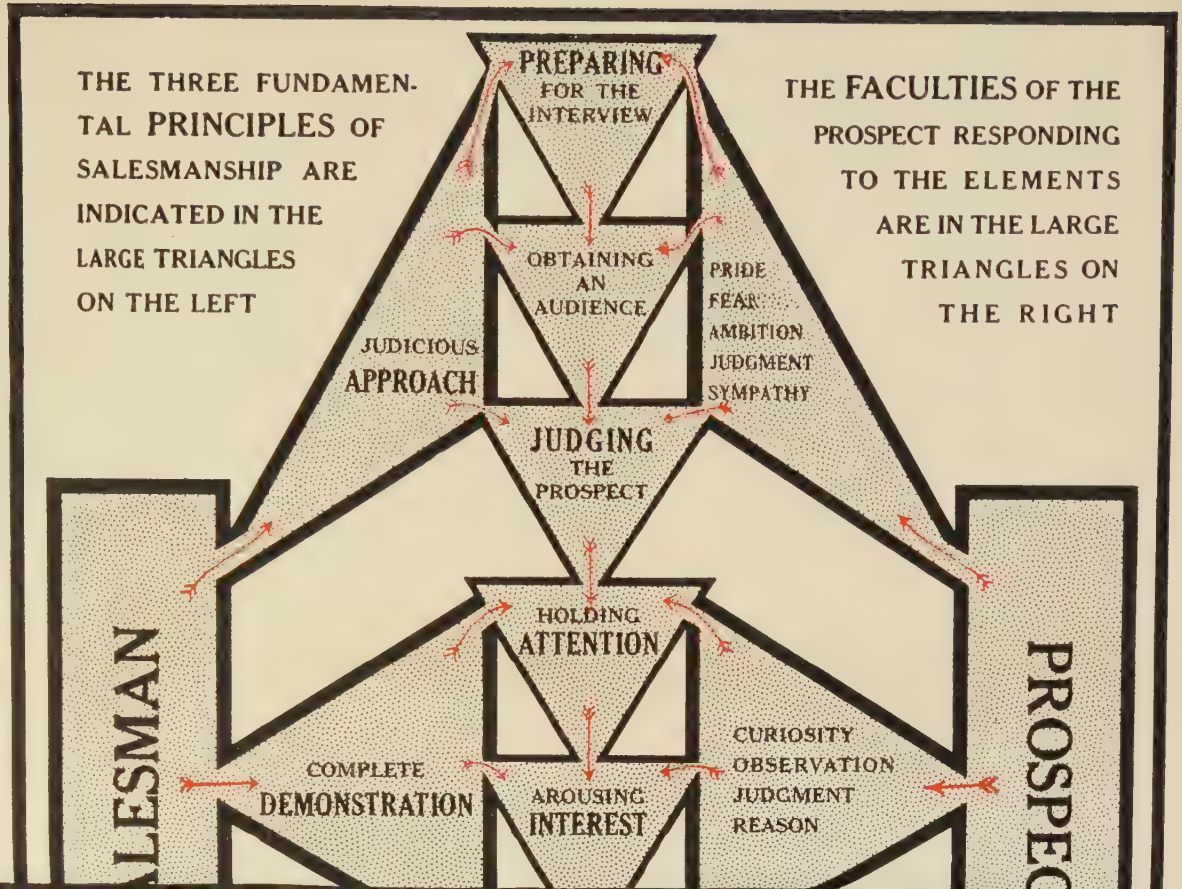
of the action of forces on bodies." Human mechanics, for example, "treats of the laws of equilibrium and motion as applied to the human body," working through bones and joints, muscles and tendons. These elements, working harmoniously together under the force of WILL, produce motion and an after result of equilibrium.

In a strikingly analogous way there are elements in salesmanship which, when intelligently directed, work together to produce a *favorable* result—a sale. These elements relate themselves to the first three factors—salesman, goods, customer—in such a way as to result in an order *if* they are handled right.

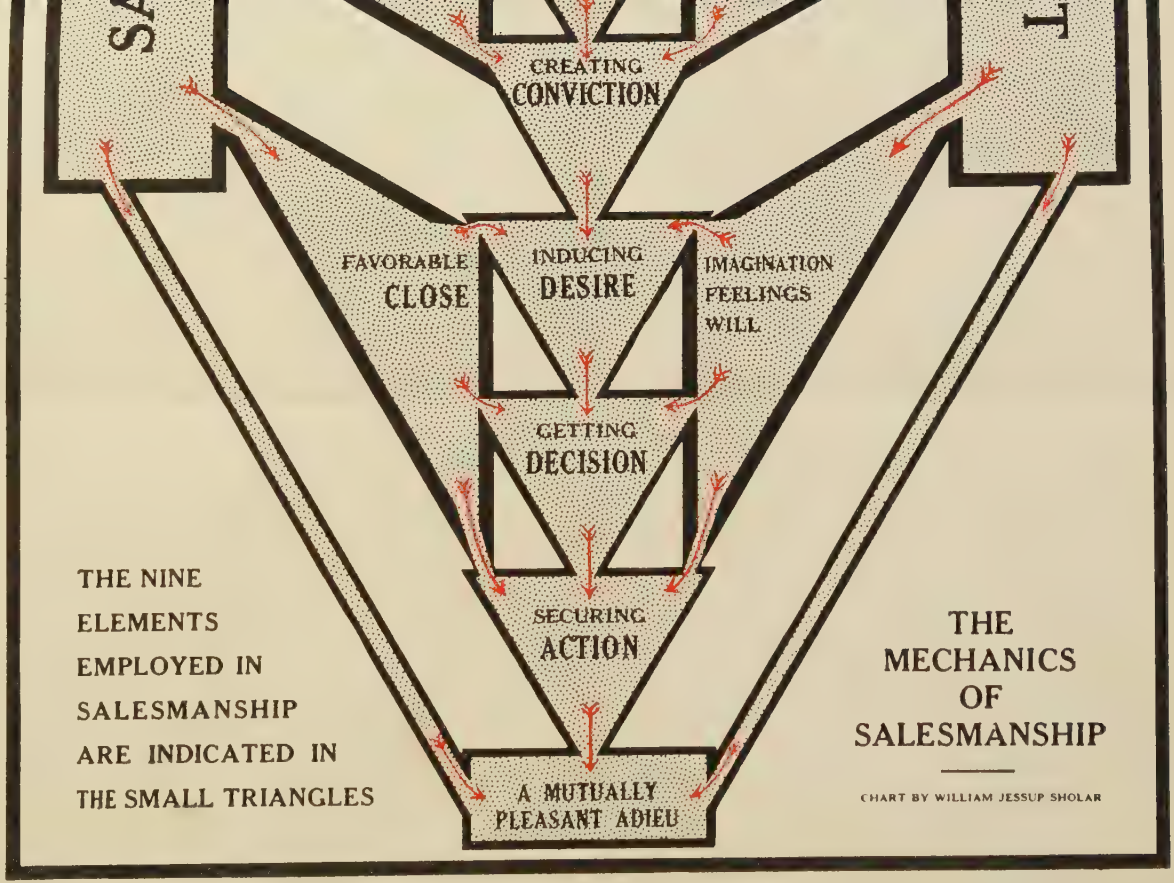
What are these elements? We will let Mr. Miller tell us what he thinks they are, out of his experience with the photo salesman as related in section 33.

"That salesman interested me very much and I have figured it out that he walked up several well-defined steps before he got my order.

"First, the step in which he managed to pass my wife at the door, and bring himself into my presence; second, the step in which he opened the sample case and induced me to look at the picture; third, the one in which he began to recite the facts about his company and his picture, so that I pricked up my ears and listened willingly; fourth, the one in which, by working on my filial affection and my envy of the neighbors, he created in me a real eagerness to own the picture; fifth, the one in which he answered my objections and convinced me that, wanting the picture, there was no reason-


THE THREE FUNDAMENTAL PRINCIPLES OF SALESMANSHIP ARE INDICATED IN THE LARGE TRIANGLES ON THE LEFT
THE FACULTIES OF THE PROSPECT RESPONDING TO THE ELEMENTS ARE IN THE LARGE TRIANGLES ON THE RIGHT
PREPARING FOR THE INTERVIEW
OBTAINING AN AUDIENCE
JUDICIOUS APPROACH
PRIDE
FEAR
AMBITION
JUDGMENT
SYMPATHY
JUDGING THE PROSPECT
HOLDING ATTENTION
COMPLETE DEMONSTRATION
AROUSING INTEREST
CURIOSITY
OBSERVATION
JUDGMENT
REASON
SALESMAN
PROSPECT

Illustrati


CREATING
CONVICTION
FAVORABLE
CLOSE
INDUCING
DESIRE
IMAGINATION
FEELINGS
WILL
GETTING
DECISION
SECURING
ACTION
A MUTUALLY
PLEASANT ADIEU
THE NINE
ELEMENTS
EMPLOYED IN
SALESMANSHIP
ARE INDICATED IN
THE SMALL TRIANGLES
THE
MECHANICS
OF
SALESMANSHIP
CHART BY WILLIAM JESSUP SHOLAR

able ground for denying myself the pleasure of possession; sixth, the suggestive act when he handed me the pen and directed my fingers to the line, thus making me decide, and closing the sale; and finally his tactful get-away, which left me satisfied with what I had done, and ready and eager to part with my money when the picture should arrive."

These *steps,* as Miller calls them, are found in every sale where the salesman has to find his prospect and win the order.

41. *The Principles and Elements Diagramed.* Miller's seven steps are really only six, for the last one—the "get-away"—is not a step in the sale itself although it has considerable influence in *completing* the sale as it should be completed. Opposite this page is a diagram, Illustration No. 7, showing the Mechanics of Salesmanship. Let's examine it carefully. The significance of the triangles in the chart is that the functions of salesmanship are threefold:

1. Salesmanship supplies not only man's physical needs—food, shelter, and clothing (and these primitive needs in themselves form a trinity)—but also supplies his intellectual needs and in some measure his spiritual needs. Salesmanship, then, concerns itself *solely* with catering to the triune needs of man as a trinity of body, intellect, and emotions.

2. Salesmanship as a *constructive force* utilizes the faculties of the salesman to cooperate with the faculties of the prospect or customer in de-

ciding whether or not the goods should be bought. This is indicated on the chart by the *three principles*—Approach, Demonstration, and Close—as flowing out from the salesman and splitting up into *three elements* each. These elements are then utilized by the salesman in *assisting the faculties* of the prospect to appreciate the value of the goods, and, if really needed, to buy them.

The faculties of the prospect are indicated as flowing *toward* the elements. That is the fact. In constructive salesmanship, the faculties of the salesman and of the prospect meet in that middle plane of triangles and gravitate together, with cumulative force, toward *action*—either favorable to the sale or unfavorable.

The entire sales-process is an interplay of thought for *mutual benefit;* not an effort, on the part of the salesman, to get an advantage over the prospect or to force him to buy unwillingly or extravagantly.

3. Salesmanship of the *superior* kind—the kind advocated in this course—moves in *straight* lines, as straight as the lines of the triangles. There is no room here for crooked methods, devious ways, or questionable practices. Straight-line conduct and straight-edged honesty characterize the salesmanship which we may call sterling, constructive, superior.

The *quadrangle* at the bottom of the chart indicates that the salesman has done his work well and has obtained an order. He has left the cus-

tomer satisfied and has paved the way for future business relations profitable to both.

This chart will be referred to from time to time as the lessons proceed, so it will be well for you to memorize it and to get in mind clearly the exposition of its significance.

Chapter IV

Definition of Salesmanship

42. *Definitions That Are Not Complete.*—Look in your dictionary—any dictionary, big or little—for a definition of the word "salesmanship." You will be disappointed; it is not there. So we shall have to make a definition that will really *define* salesmanship and not merely *describe* some of its activities or results. That may not be so easy as one would think, for many definitions have been formulated without careful analysis of salesmanship as we have charted its essential constituents.

Some while ago the magazine *Advertising and Selling* asked several business men with national reputations to define salesmanship. Here are the definitions:

> *"Salesmanship is the practical effort to help the other fellow by selling him what he needs, along methods of sincere integrity and first-class after-service."*
>
> N. A. Hawkins, *Sales Manager, Ford Motor Company.*

"Salesmanship is the ability of a salesman to get his prospect's viewpoint and not ask the prospect to do anything that he would not do were their positions reversed."

L. W. JARED, *Sales Manager, American Multigraph Sales Co.*

"Salesmanship is the ability of a salesman to select from the mass of the people all who would be benefited by owning the goods that he has to sell and then convince them that his goods are worth more to them than the money required to make the purchase."

ALVAN MACAULEY, *Vice-President, Packard Motor Car Company.*

"Salesmanship is the power to permanently establish mutually profitable and satisfactory relations between buyer and seller."

E. J. BLISS, *President, Regal Shoe Company.*

"Salesmanship is nothing more or less than making the other fellow feel as you do about the thing you have to sell. A good salesman is one who can sell anything to anybody who speaks the same language that he does."

HUGH CHALMERS, *President, Chalmers Motor Company.*

"Salesmanship is the judgment and ability to sell the right man the right kind and quantity of goods, at established prices and terms; to follow the sale with such assistance as will insure satisfactory and profitable results, that will lead to a permanent and mutually profitable and increasing business."

WALTER H. COTTINGHAM, *President, Sherwin-Williams Company.*

One other definition is worth quoting because it expresses the mind of one of the greatest merchants in the world, John Wanamaker. It is related that when he was planning a school of salesmanship for his clerks, he was favorably inclined to place at the head of it a man well known as an expert in selling and in teaching salesmanship. When they met for conference, the first question asked by the wise old retailer was: "Please define salesmanship as you understand it." The man replied without hesitation:

"Salesmanship is the art of persuading others to do what you want them to do."

Mr. Wanamaker thought a moment and said: "I'm sorry, but you and I do not agree on that, so we can't do business together."

Another man was called in as a possible teacher and the same question put to him. Clearly came back the answer:

> *"Salesmanship is the presentation of the value of the article so that it will be desired and bought."*

He was hired.

None of these definitions are complete; they lack *something*. The Cottingham definition covers the ground more completely than any of the others and is, on the whole, the best of them, but we should be able to work out an even more comprehensive one. Let's see.

43. *What Is Essential in Salesmanship?*—Recall the definition of business with which Lesson 1 opened; here it is: "Business is the means used to supply the needs of humanity, and, in supplying those needs, business is the way by which man earns his living." Recall, also, the factors and elements entering into the selling process. Include with these the *spirit* of selling, which is *service*. Employ these ingredients with due consideration for each in their relationships to each other and we shall have something like this:

a. *Goods or service* of intrinsic value—the value consisting of the cost of all labor—mental and manual—incident to making the goods available for a consumer.

b. *Legitimate and fair profit* for the individual or source from which the consumer secures the goods. That profit provides an earned living.

c. *A prospect or customer* who needs the goods or service so that, (1) he may re-sell in order to make a profit as a means of livelihood, or (2) may enjoy the goods by using or keeping them, or (3) may derive pleasure in giving them away.

d. *A need* for the goods (as indicate in "c") already acknowledged, or not yet disclosed but susceptible of development.

e. *The will of the prospect,* which must be free to act as his feelings and judgment direct, without coercion or undue influence.

f. *The powers of the salesman*—intellectual, emotional, physical—used in applying the Art of Selling.

g. *A service rendered,* in and after the sale, giving satisfaction to the customer and holding his good will and continuous patronage.

h. *Prompt payment* for goods, as implied in "g," thus completing the sale.

These constituents must all find expression in our definition. Goods are to be fitted to the needs of the prospect. He must make a profit if he is to sell the goods, or the goods must be profitable to him in some way; the salesman and his house must also make a fair profit. The trade of the customer must be continuous and will be if he is satisfied. The customer will pay his bills promptly and so complete each sale, if the service rendered by house and salesman is pleasing. The ability of the salesman is evidenced in his practice

of the Art of Selling; and the success of that art may be expressed in the word, *satisfaction,* as applied both to customer and salesman. It must be borne in mind, also, that the salesman is not an entity entirely separate from the house that employs him. They must work together in the practice of salesmanship. With these elements, then, we may make our definition.

44. *Salesmanship Defined.*—

> Salesmanship is the art of satisfying the need of a customer with goods and service; thereby establishing continuous and profitable relations between buyer and seller.

Part II: The Salesman

KEEPING PHYSICALLY FIT

Chapter I

Physical Fitness The Salesman's Prime Asset

45. *Commonness of Ill Health.*—Bodily health is the one logical and practicable starting point for self-development. By facilitating the work of the mind, it leads to the formation of positive habits, the strengthening of character, and the development of will power, in short, to the making of all that is strong and admirable in a man.

Do not misunderstand—bodily health does not inevitably create the other elements of personality. By no means. It merely clears away the obstacles, securing for those elements, in their turn, freer room in which to unfold. So necessary is it to them, however, that no man in his senses will long disregard it.

"Get health first," is the loudening slogan of these times. Then you will have a chance at the rest.

Yet, how common is ill health. A recent government report shows that in any hundred of those dying in this country on a given day, only two or three die of old age. "That is," says Herbert W. Fisher, "of one hundred born, more than ninety-seven either have at birth no *capacity* for

old age, or having that capacity, they will be depleted of it as they proceed upon the journey of life. . . . Of any group of five people who sit reading these words, four are quietly marching to deaths which are to be more or less painful and more or less premature."

"Cross on the crowded ferry," goes on the same author, "and observe the dull neutrality of health. There you may see the ubiquitous outcroppings of what is gnawing within; teeth decayed, though glossed with fillings; eyes darkly pocketed beneath and their lids often quivering; skin bleached; brows nervously contracted; features out of line."

Fortunately, the major, virulent diseases have become, in our day, rather harmless. When a man really comes down with a violent illness, he calls the doctor, and, ten to one, the doctor cures him. We are all assailed, however, and constantly beaten down by a numberless host of minor ailments.

No class of society is more dangerously exposed to these than the salesman. The retailer is much indoors, and stands much on his feet; the specialty and wholesale salesmen, shifting from place to place at irregular hours, often have different beds and board every day. Hundreds of circumstances combine to make the salesman's problem of health a hard one. Little wonder that he so often fails of being entirely well.

"The extent of these milder ills is not generally appreciated," declares one government report.

"They are often carefully guarded secrets. The individual often knows only his own physical troubles but is unaware that almost every person about him has such troubles also. Once you penetrate beneath conventional acquaintance there will almost invariably be found some functional impairment of heart, liver, kidneys, or bladder; dyspepsia, jaundice, constipation; insomnia, nervousness; sick headache; tonsilitis; catarrh; grip; colds; sore throat, etc."

46. *Effects of Ill Health.*—These troubles not only deplete our strength and lay us open to defeat and death by virulent diseases in the end, but *keep us below par and rob us of efficiency, day by day.*

The average person, by removing these small disabilities, can increase his efficiency one hundred per cent. This does not refer merely to doing twice as much work, of course, but also to making fewer mistakes, and working at a higher degree of speed when he does work. By working under such conditions that the work does not need to be repeated, the whole total will be much greater (perhaps it is not too much to say twice as great) than under ordinary circumstances.

If these figures are correct for the average person, they cannot be far wrong for salesmen who, as noted above, meet conditions so unfavorable to health. *The average salesman, because of impaired health, probably works to only half his capacity.*

Chapter II

Causes of Ill Health

47. *Gross Intemperance.*—It is needless to tell you what the grosser forms of intemperance are. No one can have lived to your age without hearing, again and again, the deserved condemnations of drinking and cigarette smoking. Alcohol and nicotine are poisons which, taken into the blood, quickly reduce one's working power by causing *fatigue;* and their ultimate results, total incapacity, misery, and ruin, are all too familiar.

Illicit relationships have long been among the things which no decent fellow can do. But it is not yet widely enough recognized that they lead to disgusting physical deterioration as well as to moral decay.

A salesman on the road is subject to continual temptation in these regards. Boon companions in smoking car and hotel lead one on to excess; and, when there are no companions, one tends to indulge almost as much, as a relief for loneliness.

48. *Overwork, and Overindulgence in Social Diversions.*—Another fruitful cause of ill health is overwork. The conditions of employment for some people compel them to labor excessively long hours. In addition, many who boast of being their own bosses continually overwork from simple inability to quit. The commonest mistake is to persevere in their exertions until late at night, when the body is lowest in vitality and is crying for rest.

As part of the same evil may be mentioned the late hours of pleasure, which drain still further the strength already taxed in work. Some salesmen never go to bed in train or hotel while any one remains to take a hand in cards or pool. These are the men who, during the day, look and act as if they had been "born tired."

For one cause or another, half the population live in a constant state of fatigue. This critically impairs their efficiency at the moment; for a tired man works slowly, by fits and starts, and he works so badly that the job frequently has to be done over again.

Furthermore, the poison of fatigue—for it *is* a poison—gradually deteriorates the system. If you long remain tired today, you will more easily become tired tomorrow; and in time your weakened body will grow as susceptible to disease as if you had dissipated with alcohol. Overwork, coupled with overplay, not only causes more "breakdowns" but it keeps more people permanently broken down, than anyone has dared to compute.

49. *Intemperate Eating.*—A third form of intemperance is overeating. It is a very serious form. Quite possibly, yes, almost certainly, it does more harm than any of the foregoing, because so many otherwise sensible people indulge in it. Living in hotels, with a choice of rich food, the salesmen who entirely avoid the habit are rare.

It used to be considered a sign of one's "heartiness" and good nature to overeat; and to urge a

guest to overeat was an accepted proof of hospitality. Custom is changing for the better in these matters. Making a guest eat excessively is now looked on, to say the least, as rather bad manners; and to go on stuffing one's self until dullness, sleepiness, and headache supervene, is regarded also as in very poor taste, and more than a little disgusting.

This gormandizing is known to be an extravagant waste of time, and a fearful menace to health. If the efficiency of the average man could be measured for two hours after dinner, it would be found to have fallen off fifty per cent or more. Why? Because the entire organism, body and brain, commands only a certain amount of energy, and, on a heavy, half-chewed meal, *almost the whole of this is drawn away by the stomach for the single activity of digestion.*

Unfortunately, this temporary slowing up is not the worst effect of intemperate eating. Of the so-called protein or tissue-building foods, such as meat and eggs, it has been scientifically proved that the average man eats three or four times more than his body can possibly utilize. This excess clogs and decays and, day by day and year by year, poisons the entire system.

It gives rise to countless ills, some leading to serious disease, some serious in themselves. The scientists, indeed, are about fixing on it responsibility for that grimmest, most fatal of diseases, *old age.*

A man, they declare, ought naturally, like other mammals, to live for a span amounting to five times the growing period—a hundred and fifty years, instead of seventy or eighty. The excess of protein, putrefying in the body, is probably one of the chief reasons why he does not do so.

50. *Lack of Exercise.*—The next cause of ill health is under-exercise. Exercise aids the processes of elimination; it acts through the lungs, when pumped full of pure air, and through the pores of the skin. The regular functioning of both lungs and skin is necessary in the attainment of abounding health; it will, indeed, atone for a multitude of hygienic sins, as shown by the hardiness of farmers and woodsmen, who often abuse their bodies shamefully in every other respect. Yet, how many people avail themselves of this life-giving magic of exercise? Not one in three. The proportion of salesmen doing so is probably even smaller than that.

"Oh," you say, "I don't play ball, if that's what you mean. I don't swim, or row, or run on a cinder track; but I walk—every day, I walk several miles. And they say walking is almost a perfect exercise."

Don't believe it. That is your laziness speaking. *Walking is not a perfect exercise.* It may suffice for aged ladies, or obese old gentlemen, or victims of acute heart trouble, but for you, who are probably a sturdy young man, with habits of intemperate eating, it does not serve the purpose

of exercise at all. It does not expand your lungs, or quicken your circulation, or cover you with perspiration, or even give you a howling appetite.

It tires the soles of your feet, and nothing else —as if that were the part of you most in need of invigoration! It leaves you just as clogged and poisoned and neutral as ever you were. Whereas, if you have even once in your life enjoyed a thoroughly good "work out," followed by a bath, you know that the body can be made to *glow* and *sing*.

51. *Negative Mental and Emotional States.*— What is the greatest discovery of the last century? Not steam, or electricity, or the telephone, or wireless telegraphy—but the influence of man's mind over man's body.

It has been discovered that the mental and emotional states have a direct and powerful influence over the body, making it ill or keeping it well. Cowardice, pessimism, worry, despondency, hatred, greed, and so on, are actually in some ways more dangerous than poison. They reduce the strength of the heart beat, disturb the circulation, affect the digestive juices, and weaken and deteriorate the nervous system. These are positive facts, proven by many scientific tests. If your thoughts and feelings are wrong, your body will be wrong. Negative thoughts and feelings not only lessen one's power to resist disease, but they are themselves diseases, capable of wearing the body down, and even of causing death.

Chapter III

How to Attain Good Health

52. *Find Your Physical Defects.*—In order to build up a good physique and have perfect health, you must first hold a very sacred and uncompromising conference with yourself, and ask yourself these questions. Better write the answers down, and look them over from day to day as you take the proper steps to make the results satisfactory.

a. *In General*

(1) Am I thoroughly healthy?

(2) Does my body have that "electric" feeling, or is it, most of the time, merely dull and neutral? Is my body as fresh and sound as it was at the age, say, of twelve? Is it as good as it was last year?

(3) Does the condition of my body hamper my work? Have I been "on the job" every day this year?

b. *Gross Intemperance*

(1) Do I drink intoxicants, and how much?

(2) Measured in the feelings and the inefficiency of the "morning after," what was the cost of my last indulgence?

(3) Does smoking hurt me—even a little?

(4) How much can I smoke without noticing some after-effects?

c. *Work and Social Diversions*

(1) Is fatigue wearing me down?

(2) Am I nearly always fresh and rested, or do I often work for long hours handicapped with that "tired feeling?"

(3) Have I had enough sleep? Do I always rise completely restored from the previous day's exhaustion?

(4) How many nights last week did I work or play when I should have been in bed?

(5) When I overworked one day, or when I stayed up playing until midnight or after, how much did my output fall off next day? How much did the output of the two days fall below that of two average days?

d. *Diet*

(1) How much of my food do I swallow before it is thoroughly chewed?

(2) How often do I rise from the table feeling dull?

(3) How long after the noon meal before I begin to brighten up? How much time do I waste in that way?

(4) Do I have to drink stimulants (tea and coffee) to overcome my dullness after meals?

(5) How large a part of my meals is composed of meat, eggs, and other protein foods? (It should be only one third!)

(6) Is my diet balanced?

e. *Exercise*

(1) How many times this week have I really exercised (in addition to walking) that is, getting up a good sweat, and making my body glow all over?

(2) How many games can I play? Do I play any game regularly?

(3) Supposing that I could always feel as fresh and vigorous as I did immediately after my vacation in the woods, how much more efficient would I be?

(4) Is there any real reason except laziness, why I should not devote at least one-half hour a day to physical exercise?

f. *Mental and Emotional States*

(1) Do I lack confidence? Am I afraid?

(2) What am I afraid of, and why?

(3) Am I pessimistic? Why?

(4) Do I lack enthusiasm?

(5) Is there anyone whom I hate?

(6) Anyone whom I envy?

(7) Anyone for whom I feel contempt?

These are the questions for your examination. And now a word about the manner of asking them

—for this is no perfunctory slipshod affair. It is a real examination for the purpose of finding out some vitally important facts about yourself. In the first place, go about the whole procedure in a thoroughly objective spirit. Forget that you are grilling your own body, which you incline to shield and pardon, and act as though it were a mere piece of machinery belonging to you.

In parts of the examination, you can employ expert helpers. When you join a gymnasium class, the physical director will subject you to a number of tests; he may possibly draw a chart, showing the stage of your development. You should have a thorough physical examination, at least once a year, to head off any incipient disease or weakness.

After all, however, the majority of the questions not only can be, but must be answered by yourself. Scrutinize the machine steadily, fearlessly—every joint and bearing of it. Remember, you are starting out for a record run, a *life* run, and every undiscovered weakness or imperfection may cause you incalculable loss.

Chapter IV

Tested Rules for Keeping Healthy

53. *Act on Your Self-Examination.*—Having completed your self-examination and uncovered your every weakness of this supposedly guaranteed machine, you now return it to the maker, with a stinging message of rebuke (ten to one, it will

be deserved) and, as the maker, set sternly about the job of repairing it. This is where *action* begins.

Do not imagine that *knowledge* of yourself is sufficient. Many men who know themselves to the core have not made one inch of progress in self-development during the last ten years. They prefer to spend their time looking pale, and thinking of the way people will weep over their open graves. You really want to improve yourself. Hence, our insistence that the way of growth—the only way and the sure way—is ACTION.

Your gymnasium instructor will tell you some things to do; the books you read will tell you others. In order that you may know how to begin at once, and have no excuse for waiting, here are a few well-tested rules for physical self-development. A salesman who follows them faithfully even for a week will notice such improvement, both in his feelings and his work, that he will never afterward abandon them.

54. *Rules about Temperance—*

a. Alcoholic drinks: let them alone. They slow down mental and physical powers and stupefy morals.

b. Tobacco: if you smoke, refrain from doing it at least until afternoon. Also, set yourself a low maximum for the day, and never go beyond it. Intemperance in smoking may be disastrous.

55. Rules about Rest—

Get all the sleep you need. If you have to stop your sleep one hour before you are thoroughly refreshed, you will be just one hour behind with your energy and alertness all day. You must rise in time for work, you object. Certainly. Then go to bed earlier. *Make it a rule to go to bed early enough to get eight hours' sleep, and let nothing induce you to break that rule.* You never know how much may depend upon your being "prime" at some particular moment.

Learn to relax. As some one has very aptly said, "Rest cannot be pasted on to one." Rest comes only with relaxation, and relaxation is a thing to be learned.

When you have trouble getting to sleep, make a conscious, deliberate effort to loosen every muscle of the body. Also, if you work at high tension, find time at intervals during the day to sit down for five or ten minutes, close your eyes, relax all your muscles, breathe slowly and deeply, and *rest.* A few minutes taken in this way may help you more than an hour at night.

Play more. The best form of rest is often, not complete oblivion in sleep, but recreation. Make the most of your vacations, your Saturday afternoons and Sundays. *Drop your work entirely,* and devote yourself to vegetating and recreation.

56. Rules about Eating—

Eat Less. This is a simple rule, but by no means an easy one. You will find yourself eating

to please your hostess, eating for good fellowship, eating to "save" what would otherwise be thrown away, eating because you are offered more good things than usual, eating merely because it tastes good—eating for a hundred and one reasons besides the only legitimate one, namely, that your body can use it. Begin now to say "No" to each and every one of these temptations. Remember that in succumbing to them you are doing yourself a serious wrong. You are curtailing your present efficiency and darkening your future.

Louis Cornaro, a Venetian, was given up to die when forty years old. But by reducing his food ration to 26 ounces daily, he lived to over one hundred years. Here is one of his maxims.

"The food from which a man abstains after he has eaten heartily is of more benefit to him than that which he has eaten."

Eat only when you are hungry. Stop eating as soon as your appetite loses its edge. Stop before you feel entirely satisfied.

Eat less protein foods. This also is no easy task. Few caterers or housewives have yet learned the proportions of food elements required by the human body. They are obsessed with the idea that a hard-working man *"needs meat to work on"* and they put it before you three times a day. Or —a worse obstacle to overcome—you yourself may be so accustomed to a meat diet that your appetite refuses to be appeased without meat. You can overcome those obstacles if you will. If

you are a heavy meat eater, reduce the amount by one-half.

Learn to balance your meals. Learn the meaning of proteins, fats, carbohydrates. Buy one of the recent books on diet.

Chew more. This rule is difficult to obey, because you are often in a hurry, because you are so hungry that you instinctively "gobble," or because people all around you eat fast, and you unconsciously imitate them. But the rewards of slow eating and thorough chewing are so great that you can well afford almost any effort or sacrifice to observe them.

(1) Thorough chewing reduces the amount of work done by the stomach, thereby relieving you of that after-dinner dullness, and freeing your energies. (2) It prevents overeating, because your stomach sends up its message of "enough" before half the usual amount has been swallowed. (3) And third, it helps you automatically to choose the food containing the right elements. Your stomach will cease to desire an excess of meat, and in fact, will positively reject it.

More significant than any of these results is the fact that thorough chewing increases your powers. A most amazing demonstration of this truth was that given by Horace Fletcher. Mr. Fletcher, at the age of forty-four, was so much a physical wreck that a life insurance company refused his application. He adopted a system of thorough mastication. He didn't rule flatly to chew each bite so many times; he merely deter-

mined to keep each bite in his mouth as long as it had any taste left—in other words, to enjoy it as much as he possibly could, an easy and delightful program.

What was the result? At the age of fifty, Mr. Fletcher was able to ride a bicycle 150 miles in one day, without exhaustion, or after effects. At the age of 58, on the endurance testing machine at Yale University, he doubled the record set by the college athletes. Equally startling results were obtained from other subjects. Nine students were tested on the endurance machine and, after five months of Mr. Fletcher's regime, were tested again. They increased their records by an average of 90 per cent and some of them by more than 100 per cent. Chew each bite as long as it tastes good, or until it thoroughly liquefies.

57. *Rules for Exercise—*

Exercise all parts of the body. Do not be a victim of the walking fallacy. Take a variety of exercise. If you are prone to laziness or irregularity, the safest plan is to join a class. The instructor will put you through exercises affecting all parts of the body; and the regular recurrence of the class hour, two or three times a week, will prevent your shirking. The music, and the presence of other men, all doing the same thing, will also help you to keep up your interest and enthusiasm.

If for any reason there is no gymnasium ac-

cessible, devote ten or fifteen minutes, morning and evening, to exercise in your room. A patent "exerciser," which you can buy in any sporting goods store—directions included—will be a great help.

Play a game. If it is in any way possible, take a place on a team. All varieties of ball games are excellent exercise; so are swimming, rowing, running, etc. On a team, your enthusiasm will lead you to greater exertions, and the development of quite unexpected abilities. Some men will exercise on a team, or play a game, who, otherwise, could not be driven to the task. Be careful not to overdo, however.

Work hard. Do not forget the chief end of exercise—perspiration and deep breathing.

Take delight in your body. If you have not done it, begin now to understand and appreciate what an efficient and beautiful structure the body is—at its best. Watch the athletes in the gymnasium. Determine that your body shall be as perfect as theirs.

58. *Mental and Emotional States.*—The mental and emotional states constitute so large a subject that they cannot be adequately covered in this section. They will be discussed in the later lessons of the course. It will be sufficient if, at this time, you begin to examine yourself and to realize how important their influence is upon your physical health. In order to make bodily health a permanent condition the health exercises have

to be established as habits. It will not do to perform them this week and omit them the next. They have to be performed week in and week out—regularly—right along through the years. *Habit makes this easy to do.*

Finally, our last word on this subject is, ACT. The way to do it is to begin now. Don't merely make up your mind to be healthy, but perform at once the simplest and smallest of the acts which will make you so. You are already aching from overfullness—so quit eating that pie. Your blood is sluggish and your head nodding on your desk—so stop in at the gymnasium this evening. Don't worry about the next act or the grand total. Do the first and all the rest will take care of themselves.

"Resolve to perform what you ought; perform without fail what you resolve."—Franklin.

Questions for You to Answer:

1. In the first illustration (Section 31) which was the salesman, the woman or the clerk?
2. Name five traits of character displayed by the salesman in Section 33.
3. What was the notable difference between the goods of the salesman in Section 33 and the one in 34?
4. What are the primary factors in every sale?
5. Give the definition of a salesman.
6. What is a sale?
7. What are the three principles of salesmanship?
8. Name the nine elements in salesmanship.
9. What faculties of the customer do the nine elements affect?
10. What is Salesmanship?
11. How much could a man increase his efficiency by keeping physically fit?
12. Name the causes of most ill health.
13. What influence does *thinking* have on the body?
14. Have you examined yourself as suggested in Section 52?
15. What are the explanations given for thorough chewing—Section 56?
16. Is it your determination to maintain high powered physical and mental fitness?

Lesson 3

Part I
PSYCHOLOGY IN SELLING

Part II
BEGETTING NEW IDEAS

Part I: The Sales-Process

PSYCHOLOGY IN SELLING

Chapter I

The Sale a Mental Transaction

59. *Why Study Psychology?*—A sale is not essentially an outward, visible act of exchange but the culmination of a succession of experiences occurring within the mind of the customer; this is brought out and illustrated in the chart which you studied in Lesson 2. The progress made by both parties, from "audience" to "adieu," is accomplished by an interplay and exchange of ideas and emotions. The salesman is the active agent in that transfer of thoughts. He uses his own mental and emotional powers to guide and assist the customer's faculties in arriving at a favorable decision to buy. The salesman is dealing with the *mind* of the customer, not with his body save as the body is the material organ through which mind operates.

It is vitally important, therefore, for you to know how the mind works, because knowledge of its ways of working should enable you to work *with* it instead of against it. A mounted policeman does not attempt to stop a runaway team by meeting it head-on. He runs his horse *along with* the runaway and gradually checks it and guides it to a standstill. He knows how the mind

of a horse works. He is well aware of the danger in attempting to meet the onrush. A frontal attack on his part would most likely cause disaster to himself and to the driver of the runaway, if there is one, or to the conveyance behind the runaway. Suppose we call it "horse sense" on the part of the policeman. That would be the same as saying that the policeman *thinks with* the horse in order to get the horse to yield to him in the end.

The salesman who would get the largest number of prospects to yield to his guidance for their mutual benefit, must *know* how they think; how their minds operate under varying conditions and how to *create* conditions in which both his own mind and the prospect's may find a common meeting ground, and come to agreement.

Some one, to be sure, may arise and contend that many very successful salesmen have never studied the minds of men; they just go ahead and sell without all this fad of psychology. That is an argument with a very familiar sound; it is the lazy man's excuse for not wanting to study and it is also the mark of ignorance. It sounds very much like the old time talk of the one-horse farmer who objected to sending his boy to an agricultural college. Said he: "No siree! thar ain't no good in them thar hiferlootin' farm schools and I ain't goin' to spile my boy Sam by lettin' him go to one. He's bin readin' 'bout 'em an' wants to go, but he's had more schoolin' now than his Dad ever got and I reckon he can git a livin' out'n the old farm same as I have. Them perfessers up at that state farm school can't learn me nothin'

'bout this old farm. My old hoss and me have worked this land nigh onto thirty years an' they think they can learn Sam some foolishness 'bout runnin' this farm better'n I run it an' my Dad run it. They talks about analyzin' the dirt an' feedin' it, an' intensive farmin'. Leastways that's what Sam says they calls it. But dirt is dirt, an' all you got to do is to put manure in the dirt an' plant yer seed an' keep the weeds an' grass down an' let Gawd do the rest. That's intensive farmin' enough for me, an' what's good enough fur me an' fur my Dad is good enough fur my Sam."

That conversation is not at all overdrawn. Farmers talked like that to James J. Hill, the great empire builder of the Northwest, when he tried to get them out of a rut. The old farmer was converted to intensive and scientific farming only after Hill sent experts into the region and demonstrated that two bushels of wheat could be made to grow where only one had grown before. The farmer learned that soil must be treated in accordance with its *own inherent* nature; that it must be fed exactly as its nature requires if largest returns are to be expected.

Why study psychology? Because it is the science which treats of man's mind and the way it acquires knowledge and causes the man to act under given conditions. Since you are dealing with mind every time you try to get anyone to do something or not to do it, your chances for success are far better if you know the laws of mental action and know how to utilize those laws.

60. *The Mind Is Not a Machine.*—If the mind were a mere machine we could always control and manage it to our own satisfaction. Even a machine, however, must be controlled in accordance with its own construction and laws. You don't operate a planing machine in the same way that a lathe is operated; and a printing press requires handling different from that given to a steam engine. The point is that no intelligent man attempts to operate a machine until he learns how to do it properly. He invites failure and perhaps disaster to himself if he is foolish enough to attempt it. Once having learned how to start and stop a machine, how to get it to do what it was intended to do, how to get maximum results out of it, you can go ahead, confident of predetermined results that will be uniformly alike.

Take another illustration. An amateur drives a nail through a hard pine board and *splits* it; a professional carpenter drives a nail through and does not split the board. He caters to the grain of the wood; he *knows* wood and how to drive nails so as to conform to the nature of the wood. A novice using a planer for the first time would turn out a board smooth in some spots and torn or rough in other spots. He might even ruin the entire board. He is ignorant of the grain of the wood—the nature of the wood. Again, suppose you succeed in turning out a fairly good piece of brass work in a lathe and you attempt to turn out a piece of hard steel with the same chisel used for the brass, what happens? If the cutting tool was intended for brass and not for hard steel, your

chisel would break. You must know the *tools* that do the work in the machine as well as the machine itself in order to get results that are profitable.

Now the mind is infinitely more complex and delicate than any machine man has made. It requires, not only all the knowledge we can get about it in order to work with it successfully, but also knowledge of the tools we must use in order to get favorable results.

Chapter II

Five Roads into Man's Mind

61. *How to Reach a Customer's Mind.*—The task which confronts a salesman is to get the prospect or customer to *see* the goods as he, the salesman, sees them—intrinsically useful and profitable. He must put into that prospect's mind ideas about the goods that will cause *desire* for them, and he must, in addition, make those ideas so vivid, so appealing that the prospect will *want* the goods. He must go further; he must make his picture of the goods so attractive that the customer would rather have the goods than the money they cost.

How shall he put his ideas into the mind of the prospect in the shortest space of time, and so indelibly fixed that an order will result? It should be noted here, once for all, that you do not put GOODS into a man's mind but IDEAS about goods. It is important, therefore, to learn

how ideas are formed in the mind, and what the material is out of which ideas are made. Let's see.

62. *How Do We Get Ideas?*—How does your prospect get your ideas about the goods? How can you make him see the goods as you see them? How do we make ideas, anyway? A right apprehension of these questions and a correct knowledge of the process by which ideas are made by the customer himself out of the material furnished by the salesman are absolutely necessary. This is the FIRST STEP in effective salesmanship; for if you fail to make your ideas *right,* you fail utterly in the attempt to make a sale.

The very first element on your chart of salesmanship—"Preparing for the Interview"—consists in accumulating material to put ideas into the prospect's mind. Each succeeding element is but the proper handling of that material in order to plant the idea and make its impression deeper and *deeper* and DEEPER until it is a fixed idea that can't be wiped out by the prospect himself or by anybody else.

Note this: You fail to make a sale because the idea is not cut deep enough to stay. The prospect obscures it or doesn't see it perfectly, or another salesman comes along and wipes out the idea and your order is canceled. The crucial point in selling is to get your ideas about the goods firmly implanted in the mind of the prospect.

What are the five roads into man's mind, then, the roads by which ideas are carried? Suppose

we illustrate. There are some things you would not attempt to sell to some people. You would not try to sell a telescope to a blind man for his own use; a phonograph to a woman who is deaf; a bottle of perfume to one who could not smell. It would not make any difference to the man who had lost his sense of taste whether you sold him cake or bread. The main reason why these people would not buy the articles named for their own use is, of course, that they could not use them, or the use would not be profitable or even pleasurable. You could not demonstrate to the blind man the *use* of a telescope, nor to the deaf woman the *delight* of music from a phonograph, nor to the one who could not smell the *fragrance* of the perfume. You might sell both cake and bread to the man who could not tell one from the other by *taste,* but he would scarcely pay the difference in price in order to have cake.

To be sure, you could sell those goods to each individual for resale if they were merchants, but you would be utterly unable to give them the slightest idea of the essential *quality* of the goods. There would be no road by which to reach their minds with an idea picturing that quality.

If, then, you were introducing a new brand of tea you would, most likely, make a cup and have your prospect taste it. You would do likewise with any article of food. If you were selling a piano, you would get into the mind of the prospect the *idea* of music, and other ideas of beauty of shape and finish of the case, to be conveyed through *sight.* In each and every case your idea

must get to the mind of the man over one or more of the five roads that reach that man's mind. These roads are:

The sense of *sight,*
The sense of *hearing,*
The sense of *smell,*
The sense of *touch,*
The sense of *taste.*

These are the *only* roads leading to a man's mind from the outside world.

63. *No Knowledge Except through Sensations.*—If a baby should be born without sight, hearing, smell, touch, or taste, could it ever know anything? Your immediate answer is, "No!" Examine Illustration No. 8. It is meant to show man in his relation to the world of objects outside of himself and the way he gets his knowledge of that world. The man is represented as within the two inner circles, marked 1 and 2. Outside of man within the outer area, marked 3, lies the whole world of things or objects, and we call it the "objective world." The new-born baby knows nothing whatever about that world. It must get all of its knowledge through its five physical senses. Arrows are shown on the drawing pointing from the objective world into each of those senses in the second area of the diagram which represents the baby's physical body. Through the five senses there go *sensations* or impressions of heat, cold, light, darkness, sweetness, color, sound, smoothness, hardness, weight,

moisture, and all the other sensations or vibrations possible from material things. A child, of course, does not know what these sensations and vibrations are until it is told or learns by observing or experiencing. It could not KNOW that fire is

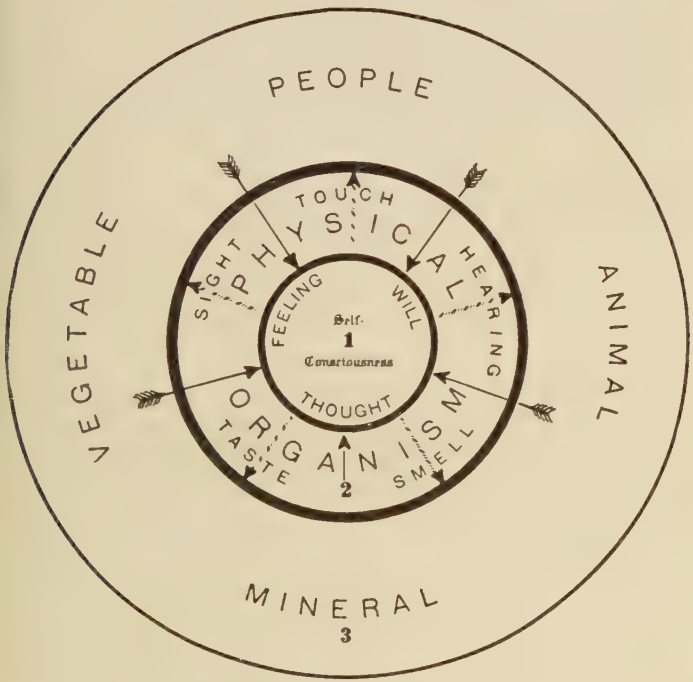


Illustration No. 8

hot until it feels heat and is told that the feeling is heat. And note this well: The child *believes* what it is told because it has *no experience* to contradict the thing told. This is an important element in dealing with a prospect.

The sensations received by the child, through its senses, sink into its mind as sensations or impressions only, but these impressions are very much like the lumber and brick and other materials brought together for building a house. You must put these materials together in right relations if you would have a house. So mind puts impressions together before it can think. How is this done and what is the result?

Chapter III

Three Steps to Clear Thinking

64. *What Becomes of Sensations?*—What we are after is to find out how the salesman is to get his prospect to *think* about the goods as something necessary for his use in making a profit or for some other purpose. He must make the prospect THINK, and that thinking should be of such a kind as to cause results—an order. The first step toward getting the prospect to think is to give him *right* sense impressions. Then what happens?

Look at Illustration No. 9. On the left is a pyramid of lines. The S's at the bottom stand for sensations or impressions, which were indicated in Illustration No. 8 as entering upon the five roads to the mind—the senses. Several sensations merge together and form an *image* in the mind, indicated by the joining of lines at points marked IM.

Example: Suppose you had never seen an

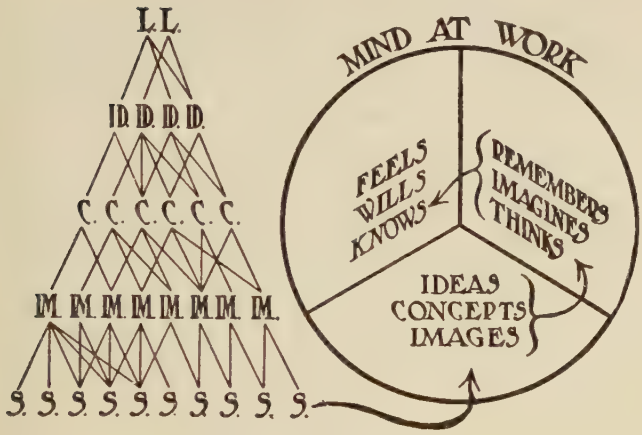


Illustration No. 9

orange and were handed one in the *dark.* The moment your hand received it you would get sensations of size, shape, weight, texture of its exterior, and temperature—five impressions, all through *touch.* Now place it to your ear. Do you hear anything? No, you get no sensation through *hearing.* Put it to your nose and you receive a sensation of its odor. That odor is made by particles of the oil of the orange skin. They fly off and touch the delicate nerves of *smell.* Smell is therefore dependent on touch. When those nerves are closed by a cold in the head, smelling is affected. If you bite the skin of the orange you get an impression of *taste,* but taste like smell is dependent on touch. Indeed, taste is dependent on both touch and smell. If you open the orange you will get other sensations.

The pulp has a different smell and taste from the skin and it feels different to your touch. You discover that when crushed in the mouth it is largely liquid and not like the skin in taste.

Have you received all of the impressions possible from the orange? Could you describe it accurately to anyone? No, you must *see* it in the light. Then, through *sight,* you see its color. You also get more perfect impressions of its form, size, texture of skin, and appearance of the pulp. If you count up all of the sensations you have received from that orange you will find more than twenty-five. Still you do not know what the fruit *is* until you are told. The name is the one fact which you get through *hearing.* If you were deaf that name would have to be conveyed to you in writing—through the sense of sight—or in finger language, which would also be by sight.

You now have, hanging on the walls of your mental picture gallery, a complete picture of an orange—an *image* of an orange made up of twenty-five or more sensations and vibrations received through or along the five roads which lead into that gallery. Get this vital fact *now;* it is fundamental in salesmanship:

> **The mental picture or image of an object is exact and clear in proportion to the strength and vividness of the sensations received from all its parts.**

65. *Classifying Mental Images.*—Suppose a child has seen a horse and become familiar with it. He has seen only *one* horse, however, and knows what *it* looks like and knows that its name is Horse. One day he runs to his mother and says: "Oh, mama, there's a funny little horse out by the gate. It has long ears, and isn't much higher than me." The mother looks out and says: "No, that isn't a horse, it's a donkey." At Christmas the little chap receives a book full of colored pictures. Looking it through, he suddenly calls out: "Look, Daddy, at the funny donkey." Daddy looks and says: "No, that isn't a donkey, it's a zebra."

What has the child learned? That there are many animals that look something like a horse, but that each belongs in a *class* of its own.

What does mind do with the images it forms from sensations? It classifies them as fast as it learns the differences between the images. Images of oranges go into one picture gallery. Images of horses—all breeds and colors of horses—go into another gallery. Images of chairs, of a thousand kinds, go into the chair gallery. Don't mistake the meaning; mind is not divided up into separate galleries. But mind puts each image of an object into its class, so that thereafter whenever any object similar to a class is seen by the man he is able to name it because he recognizes it is like the images which he knows. Psychology calls that classification process, *conception.* For our everyday purposes, however, class is better than con-

cept, although in Illustration No. 9 the word concept is used.

Examine Illustration No. 10. What do you observe? First, there are just marks and lines—curved and straight. Then, these lines are made up into figures, in some cases. Now, pick out all of the figures or marks which are alike and group them and you have formed classes.

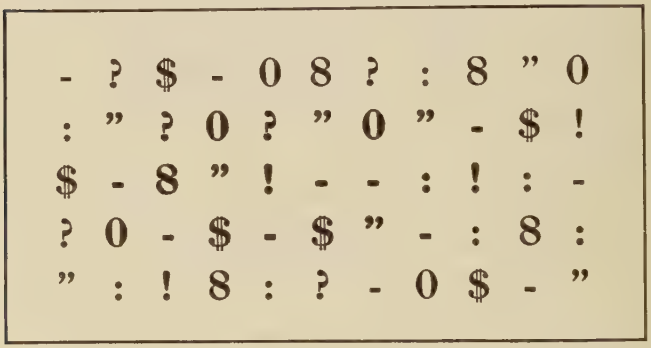


Illustration No. 10

66. *The Birth of an Idea.*—We have now walked up the three steps which land us on the threshold of THINKING, namely: sensations, images, concepts. Every normal man receives impressions or sensations from the outer world. He combines those impressions into images and puts the images into classes, but he is not necessarily a *thinker* merely because he has mental galleries full of images. His *use* of those images makes him a thinker. Better still, his *right* use of the images makes him a clear, effective thinker.

Look again at Illustration No. 9. Observe that we have reached the points indicated by C's, Classes, the third step toward thinking. Now examine the circle. At its top is the title "Mind at Work." The circle is divided into three parts, which are not intended to be absolutely exact but merely illustrative. The arrow at the bottom points to images as the first product of sensations in the mind. The material with which the mind works is noted in that lower sector—images, concepts, ideas.

What is an idea? The image of an orange is not an idea, nor is the image of a horse an idea. When, however, a man learns from many experiences that all fruit having like characteristics and qualities are oranges, he forms an *idea* or ideas relative to oranges. He classifies them as different from other fruit. But an idea, as you are to think of it in business and salesmanship, is much more than a mere recognition of objects in the world about you.

67. *How to Define an Idea.*—Broadly speaking, an idea is a mental product *made up of images, concepts, or both, combined together in a new image.*

Suppose we go a step further and ask: What is a *business idea? It is a mental product made up of images, concepts, or both, combined together in a new image capable of being applied to the needs of man.*

Now then, know this—that thinking does not

begin until ideas are born. You may have a brain full of images and you may have learned all the classifications of those images, but if you merely *review* those images and classes without recombining them to get new images you are not a thinker. When you have combined ideas in standard relations you arrive at or discover Laws. (See LL, at top of pyramid, page 119.) Laws are nature's ways of governing things for the good of man. The nearer man comes to finding and following those laws, in every department of his life, the more successful and happy he will be.

Chapter IV

Four Tools with Which Mind Works

68. *Memory and Imagination.* — Examine again Illustration No. 9. In the upper right hand sector of the circle it is noted that the mind has three activities; it thinks, it remembers, and it imagines.

When sensations come along one or more of the five roads into the mind, these sensations, images, and concepts, together with ideas, are automatically stored in memory, for memory is nothing more than a storehouse. It is then possible for the mind to recall what it desires from memory through remembrance and to use its ideas in building business or serving humanity. That activity is the faculty of *imagination.* It is the architect of everything which man has on earth. Every house, every railroad, every convenience; engines,

automobiles, trolley cars, stoves, electric lighting, furniture, clothing—all that we need and use is the product of imagination. No business can grow without the use of imagination. In fact, if it were possible for man to lose, over night, this faculty of imagination, progress would *stop* instantly.

Imagination takes the images, concepts, and ideas in your mind and recombines them into new images and ideas. *Imagination uses only what is in your mind.* You cannot imagine anything that is not made up of images already in your mind, no matter how improbable the new image may be. The perfection of your ideas depends upon the accuracy and truthfulness of your images. Memory holds *past* events; imagination builds in the *future.* No salesman can succeed who lacks *constructive* imagination.

69. *Judgment the Decisive Faculty.*—When you were getting impressions of an orange a little while ago, and finally classed it among oranges, you exercised the faculty of *judgment.* You did exactly what a judge in court does after hearing the evidence. He takes the evidence and sifts out the true from the false. He gets the facts on one side and the fiction on the other. He must determine what is fact and what is not fact and then he pronounces judgment. Here is a little instrument, for example, used in every office and by every man. You examine it and say, "It's a pencil." Your *judgment* decides that it is a pencil. How, and why? Because, when you see it, *re-*

membrance at once hands to your conscious self an image of another article just like the one in your hand. You compare that image with the article. If you want to be absolutely sure about it, you attempt to write with it. If it writes as did those whose images you have remembered, you are justified in your judgment that it is a pencil.

Judgment, then, decides between things or images of things; between classes, simple facts, or between ideas.

Note this, however: Judgment is *accurate* and *reliable* only as images are exact and properly classified. Judgment is worthless unless you *know.*

70. *Reason Is the Tool That Shapes Conviction.*—Reason is the fourth tool of mind with which man works. Reason furnishes *proof* that judgment is correct. Reason brings in the *evidence* and arranges it in logical order. Reason *accounts* for a thing or a claim. Reason *explains* why your goods are what you claim them to be. Your unsupported statements about goods are not reasons which should convince a prospect. Reasoning is the supreme function of human intelligence. It is the one faculty which distinguishes the successful salesman and gives him ability to *convince* his prospect. That is the sixth element in the chart, The Mechanics of Salesmanship. Reasoning is to be discussed at length in a later lesson, as are also imagination and judgment. It is sufficient here for you to note the vital impor-

tance of these four tools of mind, since you are to find them opposed to you in the mind of every prospect you meet; and they are your main reliance in *your own* behalf.

Chapter V

Will—the Motor Which Turns Thought into Act

71. *Mind Faculties Which Cause Action.*—Once more look at Illustration No. 9. In the upper left hand sector is indicated the executive and managerial departments of mind, for mind knows, feels, and wills—all functions of an executive. The knowing department or function of mind is classed with the executive group because, without *knowledge,* man would not be able to decide and act intelligently, and certainly not with wisdom. Knowledge includes all that is brought to the mind through images, concepts, and ideas. But if we cannot *recall* from memory what is stored there, we *do not know* it.

Images, concepts, and ideas are really yours and of use, only if you can *get them on demand.* Hide a million dollars in gold and forget where it is hidden and the gold has no value so far as you are concerned. You may *think* you are rich, but if you never find the gold you may even want for food. Your job, then, is to so store images and ideas that you can get them *on demand,* and to so *train remembrance* that it will hand you *what* you want, *when* you want it.

A man may know a great many things; his memory may be full of really good images and ideas. He may be able to recall at pleasure any image or idea desired. Suppose, however, he does nothing with those images and ideas. He merely *looks them over* occasionally and even makes new combinations of images—new ideas, and then carefully puts them back in storage. He cannot get very far in life, certainly not far in salesmanship. What is necessary to get his ideas out in the open where they may fight for recognition and action? Just this; the man must use his *will* backed by feelings.

An ancient Brahmin Book of Initiation declares that "Power belongs to him who *knows.*" We, in our Occidental way of changing things without always bettering them, have twisted that bit of wisdom to read, "Knowledge is power." The two statements are not synonymous. Knowledge is *not* power. Coal is not power. Water is not power. Power is resident in coal; power is latent in water; power belongs to or is *hidden in* the man who knows. Knowledge *becomes* power only when will puts it into *action,* and will itself is very much like a motor that is moved by a force injected into it.

72. *What Are the Functions of the Will?*—That is a broad question which cannot be answered fully in this lesson. In fact, psychologists are not at all agreed as to what the will is and what its functions are and how it operates. In this course the effort is to frame definitions and

discuss the faculties and powers of man in relation to salesmanship. Of course, our definitions of man's powers should apply to all of his activities in life, and they probably do so apply; but we are chiefly concerned with applying all that is discussed to the specific vocation of salesmanship.

Our interest in the will, therefore, is due to two reasons. The first reason is because a salesman's objective is an order from the customer. He wants him to decide and act. That involves the will. You may call it faculty or function of the mind, or power, or the entire man, or any other designation pleasing to you. The main question is, what makes the customer decide and act and how can you bring about that action to the satisfaction of both?

The second reason for our interest in the will is because the salesman himself must use his own will in every phase of his business, especially in presenting his proposition to the faculties of his prospect. His will must correlate with the will of the prospect for mutual satisfaction.

The functions of the will or the business of the will is to choose what sensations shall abide in memory. It cannot always choose the sensation itself. If a bottle of pure ammonia drops and breaks, every man anywhere near it will smell the odor, whether he chooses to do so or not. Will chooses what concept is formed and chooses to place it in memory permanently or vaguely. Will compels thinking powers to form ideas; it chooses the ideas themselves for mind to reflect upon. Will chooses the material which convinces

judgment. Will selects the images and ideas with which imagination builds for the future. Will chooses *all* that enters into our daily needs. Will may not be able to keep thoughts from roaming in many fields, but it chooses *which* thoughts shall

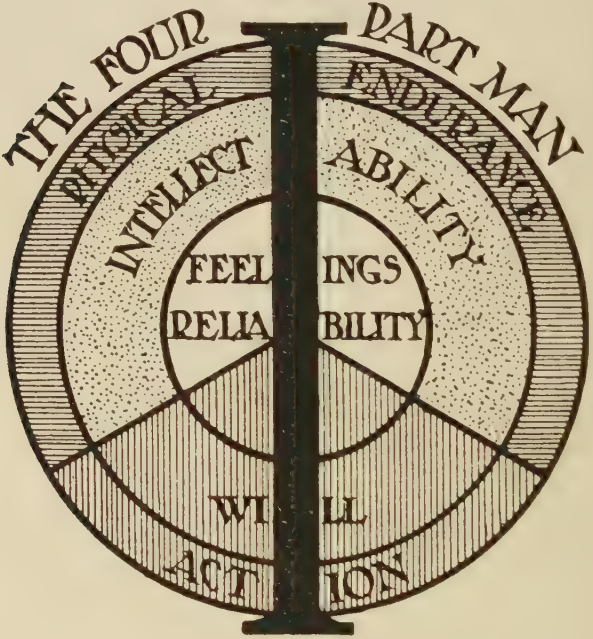


Illustration No. 11

take shape in action. Judgment decides between things or ideas; Will chooses which thing or idea shall be accepted.

Will not only chooses but makes the man *act* on his choice. Will is the action-compelling in-

strument of man. Illustration No. 11 may help us here. The outer section of the circular area indicates the *physical* man. The second section represents the *intellect*—the thinking powers. The central section shows the *feelings* of man. The last two sections combined are popularly thought of as mind, and we have so considered them in this lesson. At the bottom of the diagram is a sector designated as the *will.* Note that the will *extends through intellect and feelings;* it rules both realms. Note the big I standing upright and extending through the entire man—physical, intellectual, emotional, will. The sector indicating the will, together with that big I, is meant to convey the truth that the will extends from circumference to center of man, and that the man himself—the ego, the personality which recognizes itself as I—controls his will. He is *bigger* than his will else he could not be its master. Now let's frame a definition of the will which shall serve us in salesmanship.

73. *Definition of the Will.*—

Will is the man—the I—consciously and intentionally choosing and acting as his feelings compel.

When a man is unconscious he cannot will so as to be held responsible for any act committed while unconscious. The law does not hold a man guilty of an offense unless he consciously intended to do it. So when you sell goods to a prospect he must be conscious and he must intend to give you

the order, else it is not his will that gives the order.

The will may be likened to a motor turning thought into action. Thinking is never active; it is static. That is to say, you may think and think and think; you may get ideas by the score; you may accumulate thousands of images, but still get nowhere and be nobody. You must turn those thoughts into action; you must crystallize those ideas into material forms useful to man or into processes or methods useful in business. Thinking and thought cannot travel outside of your head *unless you will it.*

The will is the man in action when his comparatively inert intellectual faculties are galvanized by the explosive force of feelings aroused by desire.

Yes, selling is a mental process and the salesman, who understands how to deal with man's mind successfully, gets his results much more easily and quickly than the man who stumbles along blindly. The prospect has ideas, he thinks, he feels. The salesman, who can impart ideas and make the prospect think favorably and cause him to feel warmly toward the goods, and then can unite those thoughts and feelings in a final act of purchase, is a service renderer and a profit maker.

Part II: The Salesman

BEGETTING NEW IDEAS

Chapter I

Mastering the Technique of Thinking

74. *Thought—the World's Supreme Force.*—A ray of light is a swift traveler. It could, if such a thing were possible, encircle the earth seven and a half times in one second. Light travels at the rate of 186,000 miles a second. That is "some speed," the small boy would declare. Suppose an aeroplane could be made to fly as swiftly as light and we decided to take a trip to the nearest fixed star, how long would it take to make the round trip? Just about nine years. And we should have to travel night and day with no stops in order to get back in that time, flying at a speed of 186,000 miles a second. It makes us dizzy to think of it.

You can *think,* however, that distance in *one second.* Thought is the speediest traveler in the universe. Think now of the place farthest from you, a city you have visited. Maybe it is 3,000 miles away. How long does it take you to recall its streets? One second—not more.

Thought brought into being every thing that man possesses. The sixty-story Woolworth building—that beautiful "cathedral of commerce"—grew from the thought of the architect. Your voluminous Sunday newspaper is printed, proba-

bly, on one of the monster Hoe double octuple color presses. It turns out 25,000 completely printed and folded papers an hour, with the four outside pages in four colors. It will print eight rolls of paper in an hour, each roll six feet wide, a total of 18 tons, or 108 miles of paper. There are 65,000 parts in that wonderful press, a labyrinth of metal to the uninitiated. That press was evolved by the *thought* of man. It had to be thought out in every minute detail and pictured on paper before a single part was made.

On June 26, 1920, the F. W. Woolworth Company opened store Number 1110 on Broadway, New York. Its Fifth Avenue store, in the heart of the finest shopping region in the world, did a business of more than $1,000,000 last year—all in nickels and dimes. Thought, *thought* THOUGHT brought the first 5 and 10 cent store into existence and has rooted them in a thousand communities from Maine to California.

These examples are but fingers pointing to what thought has brought into being—what thought has done in begetting new ideas.

75. *Ideas Are Thought's Raw Materials.*—Someone has very aptly said: "The chief business of intellect is to devise ways and means to satisfy the deep longings of the human heart." That is the same as saying that man's business is to create ideas and then to think those ideas into useful service for the needs of man. The salesman's job is to think up ideas about his goods that will convince the prospect of their value and usefulness.

Ideas not only win sales; they are *themselves* salable and valuable. Ideas are worth money. Every substantial business enterprise, every manufacturing plant is hunting for new ideas—ways of producing goods at less cost; ways of saving money (and therein making it); ways of selling more goods; ways of increasing output at less expense.

Ideas do not sprout from nothing, any more than wheat grows from nothing. If you want ideas you must put material into your mind. You can never learn too much. You may possibly know too little at a critical moment in trying to make a sale. The so-called "natural born" salesman who does not study and reflect and work out new ideas is scarcely an "also ran" in competition with the modern salesman who may not seem to be flashy, but who uses his gray matter in working out new ways of approach and demonstration and close, instead of using up that same gray matter in the exciting game of poker until 1 a. m.

Other things being equal, the salesman who has one good selling idea ahead of his competitor, puts that competitor in the handicapped class. There is not space here to even hint at the ideas which have netted dollars to their makers. Get ideas; get sound ideas, for ideas rule business as ideas rule the world. It is your job to master the technique of thinking, which is nothing but the method or the way in which thinking is done. If you do that, ideas come as a natural product; they come automatically.

Chapter II

Sharpening the Tools of Intellect

76. *Mental Ability Can Be Developed.*—It is undoubtedly true that the greatest waste of power in the world today is the waste of mental power. The greatest field of undeveloped resources is the field of the human brain.

It is a flagrant but undeniable fact that most of the operations going on in the multitudinous brains around us are as vague, helpless, and ineffective as the first steps of a child or a convalescent. This mental invalidism is the immediate cause of all the trifling, imperfect work done in the world, and of the general dead level of mediocrity among men.

Most men, in salesmanship, as in every other profession, fail because they fail to *think*. On the other hand, if there is any one thing characteristic of men of position and influence, it is clearness, power, and tenacity of mind. *Great men think. Great salesmen think.* It is thinking that makes them great.

77. *Sharp Tools Make for Clean, Accurate Work.*—Slipshod work is the bane of any workman. One of the reasons—indeed, it is the main reason—why so many thousands of men *try* the selling game and quit, is because they fail to understand that salesmanship is, on the one hand, a master mechanic's job and, on the other, a profession. As a master mechanic's job it requires constant sharpening of tools and the keeping of them in A1 condition. You can't turn out good work with blunt tools. As a profession, salesman-

ship requires continuous study and the getting of knowledge. It demands that you keep abreast of the times and, then, that you apply your knowledge scientifically in getting results. Sharp tools in the hands of a novice might mean ruined work, and mere knowledge apart from use is excess baggage. Mental tools—remembrance, judgment, reason, imagination—are *your* tools with which you work knowledge into ideas.

Certainly no man of any profession needs these tools more than does the salesman. His original experience, in the first place, must be clear, thorough, and strong. That is, he needs to observe and learn with accuracy and clearness. Much stress has been laid upon the importance of knowledge. Knowledge is acquired wholly and only through experience, the form of thinking we have called impression. You must train your mind to take impressions strongly, or in other words, to observe and learn.

After you have observed and learned, you must be able to *remember*. For knowledge acquired is but useless lumber unless you can recall it and use it when the need arises. You must remember all the data about your goods, for how, otherwise, can you make your selling talk? You must remember the names and faces of your old customers, what type of individuals they are, and what are their buying motives.

Above all, you must have command of the thinking tool, *REASON*. Using this tool you really employ in a purposive way the knowledge you have learned and remembered. Each man

you meet is different from the man you met before. Not different in character only, but in ideas. You have to face, not one man, but a hundred men, a thousand men, and be able to out-match the thoughts of each. Some of them, too, will have more education than you have, and be keen arguers. They will quickly put you in a hole, unless you can THINK. Every sale is thus a battle of wits. It is an intellectual emergency. If you want to sell you must be prepared to THINK.

Furthermore, if you are a genuine salesman, all the steps of your interview will be arranged *in your mind* before they occur in fact. You know the prospect—his type, his motives, the conditions surrounding him; you know your goods, and you know your own selling equipment. Having all these factors, the problem is to adjust them in that harmony which means a sale.

Remember this: Every selling interview is an intellectual process; every sale is a triumph of thought.

Chapter III

Playing Safe with Memory, Reason, and Judgment

78. *System in the Mental Store Room.*—If the salesman, or any other man, wants to be a good thinker, an idea producer, his first step is to be just as systematic in getting and storing his material as a manufacturing concern is in securing

and storing the materials which are used in the making of its products.

Go into the purchasing department of any well-organized manufacturing plant and you will find that system obtains everywhere. In the filing cases are catalogs of every conceivable article used by the company—office and factory supplies, equipment, and materials. They are filed alphabetically and numerically, indexed and cross-indexed, so that information may be had at a moment's notice. Samples, too, when possible, are filed or stored in convenient receptacles, each properly tagged with all the data necessary. Price lists are made up and put into convenient shape for ready reference and the prices are kept up to date.

Go, now, into the storeroom or rooms, for there will be more than one. There will be office supplies in one room, factory supplies in another room, and manufacturing materials in another—possibly, a warehouse. Each storeroom is in charge of some one who is held responsible for keeping it in order. He must know the quantity of goods on hand, the quantity used in a given period, and the minimum quantity necessary to be kept on hand, else the purchasing agent would not know *when* to order and *how much* to buy. Suppose the supplies were stored in "any old way," thrown helter-skelter on any shelf or in any bin. When a demand is made for goods the stock clerk would have to begin a hunt to find them, and maybe he would discover that the

goods needed at once were not on hand. How long could such a business last? You know.

System is just *playing safe* in business. Without system in purchasing and storing, the concern would be flirting with luck; it would invite disaster. Every modern plant, conducted on sound business lines, looks far ahead in getting its supplies. It anticipates its needs and fluctuations in prices. It plays safe. So you must do if you are going to be classed as a superior salesman. You must *manage* the getting and storing of your mental equipment—your supply of materials with which you are to get and hold customers.

79. *How to Obtain and Recall Impressions.*—Bear in mind that memory is only the storeroom of the mind; remembrance is the stock clerk capable of going into the storeroom and taking down from the shelf the article wanted, without delay. His ability to do that depends on *how* the goods were stored.

How shall you *get* your mental goods and how *store* them in memory? The process is very simple. It follows the principles used in salesmanship when you are in the presence of a prospect, namely: Gain attention, awaken interest, induce desire to buy, and get action.

Instead of permitting the senses to receive impressions in a haphazard way, *give attention* to your sense impressions. Train the senses to get accurate impressions, and get them clean cut and sharp. If the impressions are vague, if they are indefinite and blurred, they are not obtained right. You have in memory exactly the *kind* of impres-

sions you received, just as the stock clerk has in storage the kind of goods put there.

Your ability to remember—to recall—is absolutely dependent on the vividness of the impressions, the sharpness of your images in your memory. It is inexact to say that we *train memory;* it is a fact that we *train remembrance.* But remembrance will be perfect if mental images are *stored perfectly.*

Also, you must have an *interest* in doing that. Your impressions are exact only in proportion to your interest in getting them. Your desire to get them correct will develop interest, and the desire is in evidence only when you actually take the necessary pains to give attention to getting images correct and clean cut. You must *act;* you must actually do what you desire to do.

Perfect memory (our loose way of speaking of remembrance) is dependent on perfect senses, and senses are perfect, in their ability to receive correct impressions, only as health is perfect.

Judgment, too, as well as ability to reason, depends on memory and health. You must train yourself to discriminate between valuable and valueless sensations, images, and ideas. And you will need to distinguish between correct and incorrect reasoning. In a later lesson you will be shown something of the process of reasoning. Reasoning will be false and judgments unsound unless images, concepts, and ideas are distinct, accurate, and sound.

Chapter IV

Furnishing Material to Imagination

80. *Imagination Is a Sales-Maker.*—It has already been said in this lesson that imagination is an architect. It takes the material on hand in memory and shapes with it whatever is desired. An artist *sees* his picture before he puts it on canvas. The sculptor sees, not a block of marble, but the statue of a Venus incased in it. He cuts away the outer shell of marble and reveals what he has seen inside the marble. But he first saw his Venus *inside his own brain.*

The salesman's task is somewhat similar. The prospect needs the salesman's goods. He may not know that he needs them. His need is covered over, is obscured by many conflicting needs and objections. The salesman must construct out of his own imagination a picture of his goods as supplying the customer's need, and must cut away the obstructions in the customer's mind until there is revealed to him the same picture which the salesman sees. If the picture is vivid, it is well defined in the imagination of the salesman; then, if he can use words and sentences that convey his meaning exactly, he will make a sale.

First, you must get your own imagination to working efficiently. *You cannot very well transfer to another mind that which is not clearly defined in your own.* Suppose a man has never seen a typewriter; it would be an impossible task for him to sell one. He would have no images about

it. He would have nothing to stir the imagination of the prospect. Suppose he has a sample typewriter, but knows nothing of its construction. He knows nothing as to how it differs from other typewriters in construction, in durability, in ease of operation, in accuracy of work. His machine might possibly be, in fact, the very best typewriter on the market, but if he does not have the material in mind to construct "reasons why" the prospect should buy his machine in preference to any other, he cannot make a sale. He must get that material—all the images, all the facts, all the ideas, all the reasons—and imagine how they will fit into the needs of the prospect. Then he must build up in the imagination of that prospect, with that material, a picture of his machine in all of its desirable proportions.

Imagination goes beyond reason in the selling process. It is the field in which the salesman works in order to close his sale. Facts convince judgment and reason, but imagination completes the picture and clinches desire. Imagination works in the sphere of feelings, and a man does not buy anything unless he FEELS like it.

This is a crucial principle in selling.

A sale is made to the feelings, not to the intellect. Reason does not buy; imagination buys.

81. *Imagination Can Be Expanded.*—It is taken for granted that you are studying this course because you desire to become a *better* salesman, or that you want to take up selling as a *profession,*

or that you are anxious to *increase your business ability* apart from the job of selling. In any case, your ability to get the largest number of sales with satisfaction to you and the customer, or to build your business to larger proportions, is dependent on the extent of your imagination and your capacity to stir the imagination of your customers or those with whom you transact business.

Know then, that imagination, like all other faculties, can be expanded; it can be developed; it can be trained. Some men, it is true, seem to lack imagination. That probably accounts for many failures in salesmanship. It accounts, too, for failures in art and in music and in many departments of business or professional life. There is no man, however, who is absolutely barren of imagination, or of the ability to build up an imagination. The reason is that every man *has all the elements* out of which imagination is made. These elements you have already considered.

Here let us distinguish between *constructive* and *reconstructive* imagination. When a man engages in looking over the content of memory and merely recalls his *experiences* he is using reconstructive imagination. Think, for a moment, of your old home—your birthplace, if you can—and recall its appearance, the looks of the house and grounds, the interior of the house, the pictures on the walls, the people in the house. Maybe it was an old-fashioned place, without modern conveniences, with no flower garden, no shrubbery, no piazza in front. In recalling the place as it was, you are *reconstructing* it as a picture in your mind.

Now, suppose you have made money and your thoughts turn back to the old home as a place you would like to fix up for occupation, part of the year, or for the greater comfort of the mother and father who still live there. You recall all that has been pictured and then you proceed to incorporate into that picture a big piazza, a flower garden, shrubbery, a bathroom, electric lights, hardwood floors, a great brick fireplace. You are building that house over and putting into it things you have seen elsewhere. You are using *constructive imagination.*

That is what the salesman must do with his customer. He must use the material already in his mind and put more material there. He must *build,* not merely *remember* or cause the prospect to remember. How develop imagination?

1. *Supply abundant material for imagination to use.* It can't use what you do not have. Read, study, ponder, observe, and THINK.

2. *Get your images right and in right relations.* A single wrong idea will ruin your whole product of imagination. It is true that 9 times 10 times 10 equal 900; but 9 times 10 times 10 times 1 give us 900 also. The additional multiplication has not increased the product. That was time and labor spent without profit. What is the product of 9 times 10 times 10 times 0? Wrong images and ideas are *ciphers* in getting or building business. *Yoke imagination to*

judgment, else it will run away with you. Base imagination on facts not on guesses.

3. *Have courage to work out what imagination puts together for you.* Experience alone can give you knowledge; all else is belief. Analyze your business propositions and put the facts together in new relationships. Don't be afraid of what people may say. The imagination of today is the big business of tomorrow. Every business enterprise was once a *dream* in the mind of its builder.

Chapter V

As a Man Thinketh

82. *Wealth Already Yours.*—In 1727, a penniless adventurer drifted into the goldfields of Minas Geraes, Brazil. He sat down to a game of cards one night and the miners staked him to a handful of pebbles which they had been using as counters instead of money or gold. For two years they had used those pebbles and carried pocketfuls around every day, just for counters in playing cards. The stranger played his game *with care,* while the miners evinced only listless interest. Pebbles were the stakes. The stranger won them. Next day he hurried away with his pockets bulging with stone pebbles. He had been in India and had seen pebbles just like these and he *knew* that they were *diamonds* in the rough. Reaching Lisbon, he sold his pebbles for a for-

tune, and a great rush began to the diamond fields of Brazil. Not until then did the miners of Minas Geraes know that for two years they had been *rich without realizing it.*

The majority of men are in the same class with those miners. The only mine of real wealth is inside of a man's head. That penniless adventurer had the *wealth of knowledge* which materialized in his use of that knowledge when he recognized those pebbles as diamonds. The miners did not have that knowledge and so could not turn the pebbles into diamonds.

"As a man thinketh, *so is he.*" All wealth is the product of thought. There are no exceptions. Your mine of diamonds is *already* yours. It is under your own hat. Your wealth is to be mined in the region above your ears and behind them and in front of them. Nobody but you can stake out the claim, and no one can jump your claim. You are the *sole* owner. You may refuse to work your mine, as many do. It's your own loss—you say. You think so, but you are wrong. You are under *moral obligation* as a human, as a man, to contribute your thought to society.

You must think out ways of convincing men of the value of your goods. It is wrong for you to permit a prospect to turn you down if you have goods that he needs. You have committed a wrong *against him* if you have not been able to think your way into getting his order. You have failed to serve him and to serve yourself.

You are capable of generating as many thoughts constructively as the next man. You

now *possess* every thought-making faculty ever found in human consciousness. Do you, though, know them well enough to recognize their value? Ideas kept inside of your head are no more valuable than those pebbles kicked around in the valley of Brazil. *Get your ideas into action;* get them out in the open where they can be put to work and bring recompense and happiness to you and to everybody who gets in contact with them.

Your thoughts are YOU and they make you what you are. What is your size?

83. *Mind Mints Money for the Meritorious.*— Your job is to use your mind; to make it think and think straight. First, get your own thinking powers in good working order, then work in harmony with the laws of thought in the minds of other men. These laws govern them and you alike. If you think straight, if you think clean-cut thoughts, your returns will be straight and clean and good. What you think brings you what you get. You are no bigger than your thoughts about yourself. Your selling talk is no better than your thoughts make it. Your goods are no more valuable than you think them and make the prospect think them. Your income is all that you make it in thought.

Let's complete the quotation made in the previous section—the subject of this chapter. They are the words of a very wise man. "As a man thinketh *in his heart,* so is he." Why heart instead of mind? All thinking is a function of *mind,* isn't it? You must think in your heart because

thought by itself is cold, colorless, impersonal. The heart is a symbol of life, warmth, humanity, love. If thinking is to be for the real good of man, it must be shot through and through with human interest, with sympathy, with a purpose to benefit, to serve humanity. Your thoughts must be imbued with *feeling,* else they do not get under the skin of anybody.

No other class of men has so great an opportunity as salesmen to carry and communicate good thinking, high thinking, serviceable thinking.

> Master your thinking and you master yourself and your business. The supreme power of man is to think and to make his thoughts come true.

Questions for You to Answer:

1. Why should you study psychology?
2. Name the five roads into Mind.
3. What is a sensation or impression? (Section 63.)
4. What becomes of sensations?
5. What is a concept and how formed?
6. How many classes or groups of figures in Illustration No. 10?
9. How do we get ideas?
10. What is a business idea?
11. What is the difference between Memory and Imagination?
12. What is the function of Judgment? Of Reason?
13. When is knowledge, power?
14. What are some of the functions of the Will?
15. Quote from memory the definition of the Will.
16. Why is thought the greatest force known?
17. What are the values of ideas?
18. What is Memory? What is Remembrance?
19. Give the four rules for developing Remembrance.
20. How can Imagination be expanded?
21. Are you thinking constructively and for the highest achievement?

Lesson 4

Part I
MAN-POWER IN SELLING

Part II
STANDING OUT FROM THE CROWD

Part I: The Sales-Process

MAN-POWER IN SELLING

Chapter I

Strategic Place of the First Factor in Selling

84. *Generalship Requisite in Selling.*—In the old days of the "natural born" salesman, selling was very frequently a battle, with the customer as an enemy to be beaten into submission. Some of the methods used by salesmen were close kin to the present day "third degree" system used by a police department to force a confession of guilt from a suspected criminal. As close to us as 1876, salesmanship was not far removed from the strategy of the highwayman. Even in staid old Philadelphia brotherly love never entered into a sales transaction.

One bright May morning—the 6th, to be exact—in that Centennial Year of 1876, the citizens of Philadelphia were amazed to read in their morning papers a new creed of retail merchandising—a creed formulated and announced by the big new store, the "Grand Depot," opened by a man named John Wanamaker and his partner. That new creed was promptly accepted by every other merchant as an insult and a challenge. They, one and all, were unanimous in saying that the new store could not possibly thrive and live;

the new creed of doing business was impossible; business had never, in all the world's history, been done that way; and what had never been done, forsooth, was impossible. Here are the five articles of that John Wanamaker creed, with comments by E. St. Elmo Lewis, quoted from his very interesting and informing book, "Getting the Most Out of Business."

> *"First: The new store would not importune anyone to buy.*

"Cappers and *barkers* were a familiar sight on every sidewalk, before every retail store; and all salesmen were supposed to sell all they could for as much as they could get and were censured if they allowed a customer to get out without making a purchase.

> *"Second: The prices of goods were put down at the beginning to the lowest point that they could be sold for, and there was no 'underground way' to get better.*

"That was rank heresy. No prices were supposed to be 'water tight.' Goods were always marked so as to give salesmen a chance to haggle and dicker with a customer in order to show their 'salesmanship (?).' A *good sale* was when the customer got a *poor bargain.*

> *"Third: The goods were genuine, trustworthy. Seconds were not sold for anything but seconds, even if the people could not tell the difference.*

" 'Mawkish sentimentality, bluff, untrue,' were the sneers with which this policy was welcomed, because *caveat emptor* was the business rule of the day.

> *"Fourth: A sale could be canceled and money got back easily by the return of what failed to please.*

"That was simply *suicidal* in the eyes of the old merchants who were dominated by the rule-of-thumb policy of the day. They cried, 'The public will swindle your eyes out,' for the public had always been considered the prey of the merchant, to be *skinned* and *done,* and then, as now, we always suspect the honesty of the man we swindle.

> *"Fifth: New, fair and most agreeable relations must be established between the purchaser and the seller—the poor and the rich, the wise or the unwise; there must be no favoritism.*

"The merchant and the buyer had heretofore always been at war with each other. There was but one point of agreement between them; each was trying to get the better of the other.

"Wanamaker turned the whole retail system of the day bottom side up. His competitors talked indignantly of this innovation and they even thought that the law should be invoked to prevent such waste and unfair (?) competition. They tried to get the newspapers to refuse his advertising."

Wanamaker was and is a great merchandising general. What are the functions of a general?

First: He must know his *resources*. He must know his material equipment of guns—big and little—ammunition, horses, wagons, tools, foodstuffs, and supplies of every nature. He must know where they are located and their condition.

Second: He must know his *force of men*—privates and officers—their temper, condition and preparation.

Third: He must see to it that his army is *fit* and is *trained* to meet every emergency which may arise on the march and in battle.

Fourth: He must know the *strategy* of war—how to direct military movements; and he must know the *tactics* of warfare—how to plan and carry out his plan of procedure in the presence of the enemy.

Fifth: He must know how to *command* and *get action* from those commands; he must be able to get willing *cooperation* from his officers.

Sixth: He must *know the enemy* and its strength, disposition, and placement.

Seventh: He must choose (if he can) the place of fighting and he must be the aggressor and force the enemy to fight in the way and at the time determined upon by himself.

A salesman is the general of his own campaign in selling goods. He must be, in his position, all that the military general is in his.

85. *Marshaling the Forces.*—A general would certainly invite defeat if he should attack his

enemy while ignorant of the seven requirements which have been mentioned, or any number of them. And a man who hopes to be even a fair salesman is courting failure if he does not know as much about the requirements of salesmanship as a general must know about his job.

Of the four factors in every sale—salesman, customer, goods, order—the first factor is the most significant, else there would be no need of a course in salesmanship. The salesman does occupy the strategic place in selling. He really has the point of vantage, as contrasted with his prospect, and it is his own fault if he is not completely equipped to use that advantage to the utmost for the mutual good of himself and customer. "All's fair in love and war" may be true, but salesmanship is no longer warfare. We use a general as an example in salesmanship, but only for the purpose of comparison in so far as his abilities are concerned.

The salesman then should know and thoroughly understand that he possesses, within himself, a veritable army of servants or warriors whose objectives are peaceful conquests—powers to be used in cooperation with the powers of the prospect to bring about a league between them for mutual profit.

Chapter II

Man-Powers Essential in Effective Selling

86. *Man Is the Composite of All Powers.*—If a horse were only self-conscious, no man would be able to control him without the consent of the horse. A horse capable of pulling a ton on a level road will remain hitched to an iron ball weighing ten or fifteen pounds. He has *power,* great power, but he *doesn't know* it; he is not conscious of his power; he is not aware of the weakness of his driver in contrast to his own strength. It is not merely ignorance which keeps the horse in bondage; it is his utter inability to become conscious of his power. His very nature is such that he cannot realize his power. He is, therefore, not to be blamed for his bondage. The reason for that bondage, the reason for his inability to become aware of his power, is to be found in the fact that he *cannot think.*

What is needed for freedom, for development, for expansion and the utilization of all of man's superlative powers?

First: To find out *what* his powers are.

Second: To determine *which* powers are necessary in achieving his desires.

Third: To ascertain the *best way* to bring those necessary powers up to the highest point of utility.

Fourth: Then *actually to use* those powers intelligently and constructively.

The salesman who does these four things must,

under the law of his own life, achieve a distinct success in his profession.

Man is a composite of all powers. There is not a power so far discovered that does not find its expression in man. Yet the *possession* of power is a vastly different thing from its use. What we need to know is what the majority of men do not know and do not learn in a life time, namely: That every normal man has *within himself* every instrument of power possessed by other men; that he himself is the source of every power that can be utilized in making sales, in building business, in making inventions, in discovering new processes; in fact, in doing everything that needs to be done or can be done to supply the needs of man or to improve his condition. Let it be repeated: *Man is the composite of all powers.*

87. *Three Mediums of Man-Power.*—An automobile engine is the medium through which the power of gas is displayed. A copper wire running from generator to motor is the medium by means of which electric power is conveyed. The ether of the air is the medium in which vibrations are conveyed from a sender to a receiver in wireless telegraphy. In each case power needs and must have a medium of manifestation. Without such medium, power cannot be utilized.

The three mediums through which man expresses his powers are his physical body, his thinking processes, and his feelings. The *degree* of power exhibited through these mediums is limited by the *condition* (not size) of the mediums themselves. For example: An automobile en-

gine with a rating of 30 horse power can never do the work of a 60 horse power engine, if both are kept in good condition; but if the 60 horse power engine is neglected and permitted to grow foul or rusty, so that power cannot be properly generated, or so that it escapes, the little engine may outstrip the big one.

Man possesses no power of any kind whatsoever except those which are exhibited through his body as thoughts, feelings, and will.

A man's power, then, as a salesman, is limited and conditioned by the perfection of his body, the knowledge which he has in his memory for use in thinking, and the reliability of his moral faculties in directing thought into activity.

88. *Man-Powers Exhibited in Capacity, Ability, and Efficiency.*—The preamble to the Constitution of the United States declares that "all men are born free and equal." The only sense in which that is true is this: All men have exactly the *same kinds of mediums* for developing and exhibiting their powers. Every man has a physical body and in it is a physical brain. Through his brain every normal man thinks and feels or manifests feelings. In somewhat the same way every automotive vehicle has an engine. But engines differ markedly in power, due for the most part to the number of cylinders.

This is a point that must be emphasized because on it hinges your understanding of the differences in men and, perhaps, your own personal development of power as a salesman. Men are *alike* in possessing *similar powers,* but they differ in the

capacity, ability, and efficiency of those powers.

Capacity is the power to acquire, to receive, to take in. It is the power to acquire knowledge and to retain it; the power to receive accurate impressions and images; the power to apprehend the content of the mind. It is the power, resident or latent, to use imagination, to think soundly, and to develop and maintain health, strength, and endurance.

Ability is power to do, power to accomplish, and power to get others to do things. Ability may be said to be the content of the mind or the condition of the physique which renders a man capable of producing results.

Efficiency is power in action; it is ability put to use promptly, in the best way, and at least expense of time and effort.

A stationary engine is rated at, say, 150 horse power. That is its *capacity* to receive a fixed quantity of water and a given weight of coal, and, from the heat developed, to produce steam sufficient to make 150 horse power. But, suppose, on account of a defect in draught, the most that can be developed is 125 horse power. That would represent its *ability,* which is 83.33 per cent of its capacity. Suppose, again, that only 80 horse power is used in driving the machinery. That would represent its *efficiency,* which is 64 per cent of its ability and 53.33 per cent of its capacity.

Ability is the power latent or static in what is stored up in body, mind, and emotions. It is the power resident in developed and accumulated ideas, thoughts, feelings, and in physical endur-

ance or activity. These are merely on tap, however, ready for use. Ability-power is like money in the bank, gasoline in an engine tank, or steam in the boiler of a locomotive in the roundhouse.

Efficiency is ability-power in action, put to use intelligently. Efficiency is like money in circulation, gasoline driving a car, or steam pushing a locomotive at 60 miles an hour hauling freight or passengers.

Now note: You may have the capacity of a Charles M. Schwab for learning how to make and sell steel, but your power is marked by what you actually learn and are capable of doing. Your ability-power is only what you *have in stock.* It is your *present* knowledge and ideas and feelings. Most important of all, however, your efficiency as a salesman and as a man is the power which you *actually use;* the abilities which you *put to work* every day so as to find and meet customers and get orders.

Let us now examine more closely the elements which contribute to making man-powers.

Chapter III

Constructive vs. Destructive Man-Powers

89. *Body-Powers for or against Ability and Efficiency.*—

Constructive Powers	*Destructive Powers*
Health	Disease
Strength	Weakness
Endurance	Breakdown
Activity	Indolence

Energy	Laziness
Pleasant Voice	Harsh Voice
Gracefulness	Awkwardness
Attractive Appearance	Repelling Appearance

90. *Thinking-Powers Which Make Ability.*— The primary powers are here given, together with their subsidiary powers or faculties which make up ability and efficiency.

- Memory
  - Attention
  - Observation
  - Retention
  - Recollection
- Knowledge
  - Self
  - Goods
  - People
  - Language
  - Business
  - General
- Reason
  - Analysis
  - Synthesis
  - Logic
  - Judgment
- Imagination
  - Ideas
  - Foresight
  - Reforms
  - Discoveries
  - Improvements
  - Inventions
  - Progress

Memory, knowledge, reason, and imagination are all constructive powers and, necessarily, their subsidiary powers are *constructive* also. The *destructive* powers which undermine them are forgetfulness, ignorance, foolishness, stupidity.

91. *Will-Powers Which Produce Efficiency.*—

Constructive Powers	*Destructive Powers*
Concentration	Diffusion
Decisiveness	Vacillation
Determination	Irresolution
Economy	Wastefulness
Firmness	Instability
Industry	Slothfulness
Initiative	Inaction
Perseverance	Fickleness
Punctuality	Procrastination
Self-control	Rashness
Self-confidence	Timidity, Fear
Thoroughness	Negligence

You are not to understand that these powers of will are separate and distinct from the influence of thought and even of health. An unhealthy man, for example, finds it difficult to will to be industrious, that is, to work continuously. It requires thinking in order to develop initiative; but initiative is evidenced only when the will puts it in action.

92. *Feelings—the Generators of Man-Powers.* We are well within the mark in saying that body-powers, thinking-powers, and will-powers function only as the feelings contribute the impulses which result in action. Example: *Ambi-*

tion is one of the powers of feeling. It gives driving force to *activity* and *energy*, two body-powers which are necessary in reaching a goal. Ambition is the spur which incites one to get *knowledge* and to cultivate *imagination.* Ambition is the lash which whips the will to *concentrate*, to *persevere*, to be *thorough*, to be *industrious.* The feelings generate the primary power which is passed on to the other powers and makes it possible for them to develop ability and efficiency.

Here are the basic powers of the feelings:

Constructive Powers	*Destructive Powers*
Ambition	Indifference
Calmness	Worry
Courage	Cowardice
Cheerfulness	Gloominess
Enthusiasm	Lukewarmness
Faith	Suspicion
Honesty	Dishonesty
Hope	Despair
Justice	Injustice
Love	Hate
Loyalty	Disloyalty
Modesty	Egotism
Optimism	Pessimism
Patience	Irritability
Politeness	Impudence
Self-esteem	Conceit
Sympathy	Apathy
Sincerity	Deceitfulness
Tact	Rudeness
Truthfulness	Lying, Exaggeration
Unselfishness	Envy, Jealousy

93. *The Functions of Man-Powers.*—It will be worth your while to study all of the powers given; and not only to study them as mere *words* but to look them up in a Standard or Webster Dictionary and get the meanings well grounded in mind. Since these powers are your *only possessions* and equipment for handling goods, interviewing customers, and getting orders, you cannot be an efficient salesman unless you understand these powers and their place in your life.

The function of the constructive powers is to build up, to give success, to bring happiness. He who uses them wisely *cannot fail.* The function of the destructive powers is to tear down, to hinder progress, to prevent success. He who uses them, knowingly or ignorantly, *always fails.* That is the law of life. Your job is here before you. No one can do your work but yourself.

Chapter IV

The Law of Equilibrium

94. *The Well Balanced Man.*—Everything in nature tends toward equilibrium, toward a balance of proportions and forces which result in either inertia or a new and different force or product. Sir Isaac Newton, that profound student of nature, discovered three of her fundamental laws and formulated the third one thus:

"To every action there is an equal and opposite reaction."

The tendency of action and reaction is to give equilibrium. The musician works in harmony

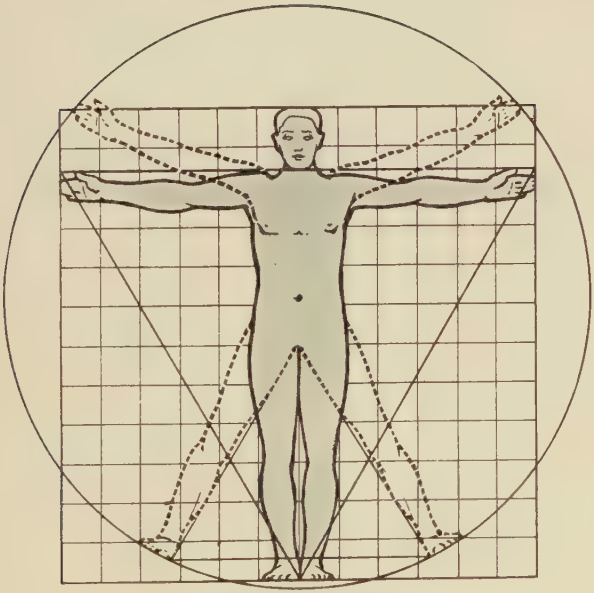


Illustration No. 12

with that law. Harmony is produced by a proper balance of vibrations from the instrument. An improper balance results in discord. In an orchestra, there must be a proper balance of the instruments—one against the other, or rather harmonizing with each other. If there are too many brass instruments they overshadow the strings. If there are too many bass viols, the first and second violins are drowned. Balance is the thing sought for—equilibrium. That is also true in a chorus. Bass, tenor, soprano, and contralto must balance; they must blend in equilibrium if harmony and beauty of tones are to be secured. The painter, too, must not have his shadows too heavy nor his high lights too glaring, else his picture will be out of balance, out of harmony. It will lack beauty, for beauty relies on equilibrium for its perfect expression.

Man himself is an embodiment of nature's law of equilibrium. Examine Illustration Number 12. Here you find man, developed in mathematical and geometrical proportions, in equilibrium. The perfect physical man is the *only animal* capable of touching, at equal points, the square, the triangle, and the circle, bearing geometric relations to each other. Standing within the square, his feet will touch the bottom line, his head the top, and his finger tips either side. Within the larger triangle —an equilateral triangle—his feet touch the lower angle and his fingers the other two. Now let him lift himself, and spread his legs apart so that he loses one fourteenth of his height, and then let him raise his arms and touch the circle. The *center* of

the circle thus inscribed will be the man's navel. A smaller equilateral triangle is formed by his legs and a line drawn from foot to foot. The large square is divided into twelve sections horizontally and twelve vertically, and the man's body is found to have been built in mathematical proportions of the twelve units.

All architecture and all true art utilize those proportions of man's anatomy. Any piece of architecture which deviates from the balance—the equilibrium—of those proportions is a freak; it is discordant, out of harmony.

Mr. Robert Fletcher, who compiled the bibliography of man measurement statistics for the Provost-Marshal General's Bureau at Washington, says: "Vitruvius, whose work on architecture was written a few years before the birth of Christ, gives a scale of human proportions which, he says, was used by all the great sculptors and painters of antiquity. . . . About thirty years ago, there was discovered among the drawings of the great master, Leonardo da Vinci," a paper giving the illustration of man's proportions as depicted by Vitruvius—the illustration which is in this lesson. On Leonardo's drawing there is written in Greek this quotation from the 139th Psalm: "I will praise thee, for I am fearfully and wonderfully made." Leonardo, you remember, was a great artist, a sculptor, an architect, a geometrician, and a great engineer. He was far in advance of his day.

Yes, man physically is well balanced; he is in equilibrium.

95. *Man's Equilibrium of Mind.*—To be well balanced physically is not enough. Those mathematically exact physical proportions, framed so as to work in balance, in harmony with each other to the end that the best results might be secured with least expenditure of power, are but symbols of what the man must be in *mind* if he would attain the most perfect results—success.

Your thinking and feeling powers should be in balance. No one power should overbalance any other, else discord arises; work is hindered; results are disappointing, if not positively hurtful. It is the *well balanced* salesman who secures the best results. It is the *well rounded* man who achieves the finest ends. If the judge is *overmerciful,* he is unjust; if he is *too severe,* he is equally unjust. A proper blending of mercy and severity gives justice. Imagination is one of your finest powers, but imagination must be guided by reason and judgment, else you become merely an impractical visionary—a dreamer—with impossible projects which can never be realized.

Faith, too, is a power which carries us far in our relations with men, but faith must go hand in hand with knowledge. Business is not built on faith alone. We may have faith in men; but, before we *trust* our goods to them, there must be tangible evidence of *ability* to pay, or *character* which will keep obligations sacred.

The point is that we are to seek equilibrium in development of each of our powers, lest we become one-sided and that which in itself is a virtue may easily become a vice.

The man in equilibrium, as shown by Leonardo in that illustration, is a *square* man—he fits into a square. He is square with himself and, therefore, square with all other men. He fits the *equilateral* triangle. We have a number of these triangles in our Salesmanship Chart, you recall. His physical, intellectual, and moral powers are *proportionately* balanced. He touches the full *circle of all* his powers; he develops himself in all of his constructive faculties and traits. There is *no end* to them. We do not know the capacity of man's mind—it is infinite. Its depths have never been fully sounded.

When you look at man from the physical side, there is no other machine that can compare with him. The great Hoe printing press, referred to in the previous lesson, has 65,000 parts. Man's physical parts cannot be numbered. Sight is one of our most valuable instruments for obtaining knowledge. When an image comes into the eye it falls upon a series of minute photo-electric cells numbering more than 2,000,000. Each cell is connected with one of the more than 2,000,000 fibers constituting the optic nerve. And that is only *one* of the millions of nerves in your body.

Yes, you are a great man *physically;* but infinitely greater *mentally* and *morally*. Your job is to *realize* your wonderful powers and *use* them.

Part II. The Salesman

STANDING OUT FROM THE CROWD

Chapter I

Characteristics of Great Salesmen

96. *Great Salesmen Are Painstaking Pluggers.* Have you ever heard of Louis J. Horowitz? No? Then maybe you know about The Thompson-Starrett Company? At any rate, if you have been in the Metropolitan Bank Building, San Francisco; the Commercial National Bank and the mammoth Sears-Roebuck Building, Chicago; the Union Bank, Winnipeg; the Union Station, Washington, D. C.; and, in New York, the Hotel McAlpin, the Bush Terminal Building, the Gimbel store, the $11,000,000 Municipal Building, the $8,000,000 Woolworth Building, the $35,000,000 Equitable Building, you have seen Horowitz's work. One man got all of that business for the Thompson-Starrett Company, and that man was Louis J. Horowitz. Even a one per cent commission wouldn't have been poor pay, would it? All that has been done since 1903. Horowitz is now president of the company and still *gets* the business. He's a plugger for business and he takes pains to line it up right. He stands out from the great crowd—a great salesman.

The remarkable and interesting part of the story is that Horowitz came to this country from Russian Poland twenty-eight years ago. He was

seventeen years old, alone, without assets except splendid grit and a determination to *get what he wanted.* His first job was as errand boy. Then he rapidly plugged along as parcel wrapper, stock boy, retail clerk, manager of a chain of stores, real estate salesman, builder of homes, and finally, seventeen years after landing at the Battery in New York, was made president of the greatest construction company in the country.

97. *Great Salesmen Are Positive Philosophers.*—That means poise and power—equilibrium. A philosopher isn't exactly cold blooded; he is *cool headed* in all emergencies. He has developed the positive, the constructive powers, and relies on them. Yes, Horowitz is a bundle of positive forces and a philosopher. Those who know him best say he is. He is self-controlled. Temper never gets the better of him, nor does impatience run away with him. Jealousy and envy seem not to be in his Russian-Polish-American consciousness. When he was elected president of the company, he recommended that a certain man be made second in command. One of the directors reminded him that this man was not at all friendly to Horowitz. "That may be," said he, "but he happens to be one of the best builders in the country, and we want him." A small man would have fired that engineer just to get even.

There are other *positive* philosophers among salesmen, and they are great salesmen; for a great salesman soon learns to look on life through optimistic eyes. He knows that if he keeps on plug-

ging painstakingly and honestly, using his positive powers constructively, there will be no question about the recompense. Self-esteem, plus self-control, plus some more controlled emotions, make good philosophers out of the worst of us. You see now that you can't be a great salesman without at the same time becoming a philosopher. It will save the day when everything seems to go dead wrong.

98. *Great Salesmen Are Always Pleasing.*—In simpler words that means that great salesmen are lovable; they are very human and sympathetic. It pleases them to be pleasing to all men. Everybody likes a man who goes out of his way to serve them. Great salesmen are popular. Old customers look for their coming to town as expectantly as though the visit were one from a long absent brother. When a great salesman once gets into the heart of a customer, a competitor can't blast him out with T. N. T.

Shall we tell you that Horowitz is also continually pleasing? Yes he is, for he is a great salesman. Men swear by him. It's doubtful if anyone ever swore at him. One reason why Horowitz is popular and pleasing is expressed in his own words. Said he, "I have never gone to any man without feeling that I had something that would *interest* him. When in my early days I wanted a man to buy real estate, I wrote him frankly, telling him that I would not ask his time unless I had something that was of *real benefit* to him. And I *never failed* to get an appointment."

There you see the mark of the great salesman; he wanted to benefit the prospect and, even in a letter, could impress his *personality* upon him, so that he never failed to get his appointment.

Who are great salesmen? Only such men as Horowitz who sell $35,000,000 contracts? No indeed, far from it. The size of the order and the commissions gained are not, necessarily, gauges of the man's greatness. There are great salesmen in retail stores, and great salesmen hitting the little towns where orders are small and it takes a lot of orders to bring back a fair salary or income. There are great salesmen selling from house to house, and great specialty salesmen hot-footing it from office to office.

What are the characteristics of great salesmen? One and all, they are *painstaking pluggers;* they develop and use *constructive* powers; they become philosophers—optimistic, self-controlled, happy; they win and hold the respect and love of men because they respect and esteem themselves and love their work. They are men of *personality*.

Chapter II

Generating a Magnetic Personality

99. *Personality Is the Big Asset in a Salesman.* When men tell you that salesmen are "born," not made by after-processes, they simply mean that conspicuously successful salesmen have something "different" about them or in them which is a part of their nature—it was born with them; that, in

spite of noticeable faults, they have a power to persuade and to make friends which cannot be obtained by education or training. That power is personality. True, it is part of their nature. They came into the world well endowed with it.

It is not contended here that every man can become a great salesman or even a passably good one, any more than that every man has it in him to become a famous sculptor or a good surgeon. Each of us is born with some dominant trait, some one faculty fairly well started for development above the others. But, understand this clearly: Personality *can* be cultivated and developed to a high and marked degree, even as single faculties have been developed. Here are two men, for example. The one is born with a fine ear for music, and the other seemingly with no musical talent. The first one develops into a boy genius; he plays by ear, picks up every new popular air, and amazes his friends with his wonderful ability. He doesn't *need* to study music, not he. That is "old stuff" for the dullards who were not *born musicians*. When his twenty-fifth birthday rolls around, he is still grinding out the latest jazz band stuff and is in constant demand for dances, or, maybe, he holds down a strenuous job at the piano in a "movie" house.

How about the other chap? When he was fourteen or thereabouts he was given a violin for Christmas and was sent over to Professor Energiski, who was the only good teacher of the violin in town and whose creed was practice, *more* practice, and then *some more practice* every day. The

lad discovered in himself a liking for music—latent ability to draw harmonies from the strings of his instrument. He worked; he learned the theory of music; he found something interesting in the study of tones and melody and harmonics; and something worthy of his best effort in getting his violin to sing out the song of his own soul. About the time the "genius" was pocketing $35 a week at the movie house, the other lad was entrancing a thousand music lovers with a concert that brought him an even thousand dollars each time. Fancy, you say? No, fact! The men are right here in the U. S. A. Personality put the violinist across and *he* developed that personality.

Make no mistake about one thing. Personality is the great asset in salesmanship. *People buy of you because you are you.*

The reason is this. If they knew your goods possessed an extraordinary utility for them, they might consent to examine them in spite of your personal defects. Knowing nothing of the goods, they judge them by you—they assume that they are as faint or neutral or negative as you are. *Personality opens doors.*

100. *Personality Defined.*—

> Personality is a presence, bearing, or atmosphere belonging to a man, which gives us our impression of him. It is a subtle something which radiates from a man, indicating the faculties and qualities that exist in him.

Let us linger here one moment to clear up our ideas about this radiation. Every object radiates while it exists; a hot stove radiates heat, and a cold stove radiates cold. So, likewise, if personality is a radiation, it must exactly represent the source from which it issues—that is, the faculties and qualities of the individual man.

Personality is not, therefore, as some have believed, in the nature of a mask for the man who wears it; it is the open and undisguisable face of the man's own being. Some people may for a time be misunderstood, and some may consciously deceive. In the long run, though, the impression each one of us makes is an exact image of our inmost, truest selves.

For practical purposes, since the reality and the radiation from it are so much alike, we may say that *Personality is the real man, the sum and result of all his faculties and qualities.*

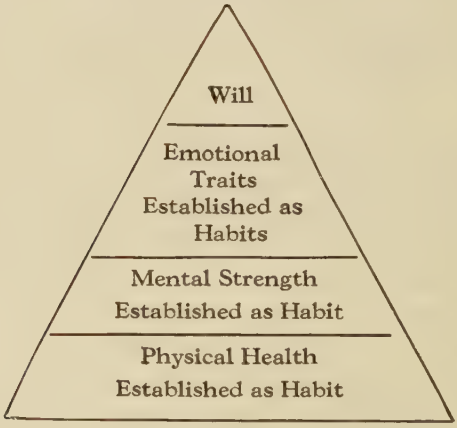
101. *The Elements Which Make Up Personality.*—We shall now divide personality into its various elements, and examine each of these elements, both separately and in relation to the others, until we can form a clear and simple picture of how the whole is composed.

Let us now briefly review all that we have said, and condense it into a paragraph. Personality is composed of four different elements, each having positive and negative traits. A predominance of positive traits makes a positive personality; a predominance of negative traits makes a negative personality. Each of the elements contributes some

peculiar and necessary feature to the make-up of the entire man.

Moreover, they all hang together and depend upon each other, from first to last. A positive will is the crown of a fine personality, but you can best attain will power by first developing positive emotional traits; positive emotional traits are best fixed and retained in the cement of positive habits; positive habits result, through many small acts, from the mental faculty of clear and tenacious attention—itself a habit; and this faculty is stimulated by a body which is habitually in fresh, resilient health.

The pyramid of personality is thus completed.


Will
Emotional Traits Established as Habits
Mental Strength Established as Habit
Physical Health Established as Habit

Chapter III

Habits Which Make or Mar Personality

102. *What Is Habit?*—The short and simple definition of habit is:

Our everyday way of thinking, talking, and acting.

Habit, therefore, affects *every power* which we possess. A man is just a bundle of habits. His habits are, as we say, either good or bad. Good and bad, however, are relative terms, depending on the man who uses them. One man tells us that pool playing is a bad habit, another says that it is a helpful diversion. Even talking may be a bad habit or a good one. It all depends on what results from the habit. Suppose we say that every habit is good which makes the man healthier, wiser, happier, more capable, and more reliable. These are *constructive* habits for they build up the man. Conversely every habit is bad, or *destructive,* which makes the man *less capable* in body, intellect, and feelings.

Instead of using those long words, *constructive* and *destructive,* suppose we substitute shorter ones to which we shall give synonymous meanings. These words are *positive* and *negative.* They are used here purely in a descriptive sense and only because they have a popular significance. Positive habits and powers are the constructive ones, while negative habits and powers are destructive.

Any habit relating to the body which makes you a victim of gross intemperance or indulgence, overwork or over-play, excessive or rapid eating, or

under-exercise, is a bad physical habit. Any habit which conduces to inadequate observation, weak memory, and ineffectual reasoning is a bad mental habit. Any habit which enlivens and gives sway to any of the negative emotions is a bad emotional habit.

On the other hand, any habits that tend to offset these elements and evolve a positive personality are good habits. Any habit of temperance, of moderation in work, play, and eating, and of healthy exercise is good; and any habit of mental training, as outlined in the lesson on that subject, or of emotional control, is also worthy of cultivation.

All habits of the former class are bad, and they are bad for a salesman. All of the latter class are good, and they are good for a salesman. A student who has sincerely fixed his ambition upon becoming a real salesman, of the honored and influential type, will lose no time in beginning to root out every one of the former, and to implant every one of the latter.

> **"Sow an act and you reap a habit; sow a habit and you reap a character; sow a character and you reap a destiny."**

103. *Establishing Good Habits.*—Good habits can supplant bad habits and they also make certain and easy the operation of the positive personality traits. Let us therefore study the laws governing the development of good, or positive habits.

The laws are only two, and they are named *repetition* and *regularity*.

Before you can understand the use of repetition, you must know what habit scientifically is and how it operates in the brain.

Every human experience, physical, mental, or emotional, is accompanied by some kind of mental activity. The experience "passes through" the brain, as psychologists would say; and, in passing, it registers an impression upon the cells of the brain, faintly, perhaps, but surely. If a similar experience passes again, it affects the same cells and deepens the impression; and if many of them follow, they gradually "wear a channel" deep and lasting.

Thus, eventually, a part of the brain specializes in and devotes itself exclusively to that kind of experience. The brain tends almost automatically to repeat the experience. Let the slightest hint be given to remind you, and that whole specialized channel rushes into action, swiftly and irresistibly; and then your body, mind, or emotional nature, as the case may be, automatically repeats the experience, too.

This is habit—simply the recurrence of old experiences which get themselves done easily because they do not have to plough new channels through the brain.

The secret of habit formation, therefore, is to wear the channels deep; and the channels are worn by letting the same experience pass again and again.

Thus, whatever the habit you are trying to establish, seize every opportunity you can to perform the new act. Do not wait for inclination—force yourself to do it. Repeat and *repeat* and REPEAT, as if this were the primary business of your life.

The second rule for habit formation is *regularity*. This means that you must not only repeat an experience frequently, but you *must permit no failures*. A single failure may undo the work of patient, constructive weeks by filling up and obliterating that "channel" in the brain. You will have to pay for your laziness in lapsing back into old ways by beginning again at the grinding start. You will be like an automobile dragging itself through the sand of an unimproved road.

Permit no recurrence of the negative act; do not fail in performance of the positive act. This is the meaning of regularity in habit formation.

104. *General Rules for Habit Formation.*—While *repetition* and *regularity* comprise all the laws of habit formation, their observance can be insured by attention to the following:

1. *Choose a possible task.*

It is not necessary that the experience you decide upon to repeat frequently should be a severely difficult one—better not, indeed. If it is too great a strain, you may break down in the midst of it, or, at any rate, be so used up by the first trial that you will seldom submit to it again. Thus, you will fail to repeat, fail in the one thing wherein you must not fail.

Do not attempt the impossible. Not the size of an experience, but the frequency and regularity are what count.

2. *Choose an agreeable or interesting task.*

Do not make it your aim to avoid work—you *must* work, and that strenuously; but when you will be more likely to gain your end by taking a line of little resistance, do not hesitate to take that line. Suppose you want to train your mind to cheerfulness. Reading is disagreeable to you, let us say, while society is delightful. Then, instead of trying to read cheerful books, seek cheerful companions. Because you have a taste for the act, because you like it, you will do it oftener, and be less likely to permit an omission.

3. *Undertake to form but one or two habits at a time.*

The very essence of the method is concentration. If you scatter your energies in an effort to form half a dozen habits at once, the probability is that you will end by forming none. Look over the ground and choose the one or two habits that you are most anxious to acquire, and for the next month or six months or year specialize on them. Then pick out the habit that stands next in desirability, and give your whole attention to that.

4. *Have a definite time.*

Next, set apart a regular, definite time. If you leave the arrangement of your life as it is now, trusting to chance for an opportunity to slip in the exercise of the new habit along with your

other activities, you may be perfectly certain that chance will play you an unfair trick. You may get around to your new duty a few times; but something else will interfere some day—there won't be a minute to spare—and you will fall back in the old rut.

Having a fixed, invariable time set for the habit, the likelihood of your neglecting it—barring gross laziness or sickness—will be reduced almost to nothing.

5. *Surround yourself with circumstances which will encourage you in the new way.*

Regulate your environment. Choose your associates, your reading, your recreation on the basis of their helpfulness toward the particular habit you are forming.

There are conditions surrounding every act which, if you wisely use them, will lighten the performance of the act. Study out what those conditions are. Stop and THINK. Too many people fail time and again because they neglect to avail themselves of carefully chosen influences to be found in their environment. Work the problem out. Accumulate forces superior to those of the enemy; then you will be sure to win.

Chapter IV

Constructive Traits to Be Cultivated

105. *Develop Positive Powers by Displacing the Negative Ones.*—The main thing in any pro-

gram involving action is to have a starting point from which one may practically, and easily, and at once set forth; and to have the steps of the program so arranged that each progressively removes the obstacles from in front of the ones to follow.

The body is a concrete, tangible object; its laws are well known; it is easy to work with. If you want to make the beginnings of a good personality tomorrow, the easiest thing you can do is to go this afternoon for a run or a swim in the gymnasium. That is easy to do; so you need not be discouraged about your personality before beginning. You need not hesitate, or wait until you are able to form some big, soul-stirring resolution.

Furthermore, having begun with this step, you can advance with little greater effort to the supposedly difficult steps. Aided by your body, your mind attends steadily to positive acts; habits begin to form almost before you know it; the emotional traits are found to be growing strong; the will is ruling—almost unconsciously—ruling like an autocrat!

You have not been forced to a terrible struggle anywhere, and yet your personality has become what you want it to be. This is the way to develop Personality.

Now, a few hints on the method of dealing with these elements. You have seen all the elements, with their positive and negative sides, and have been advised to strengthen the positive side and eliminate the negative—the only process

which results in a positive personality. But just what, precisely, is the method of strengthening and elimination?

As regards the negative traits, it is very hard to abolish them by direct action. Human nature abhors a vacuum. You no sooner thrust out the unwelcome tenant than it rushes in again, unless the space it occupied has meanwhile been filled. Take this advice at the outset of your career and it will save you untold pain and trouble.

The best way to destroy the negative is to build up the positive.

When your body begins to glow with good health, for example, ill health slips away without more ado, and you scarcely know when or how it went. Therefore, devote most of your effort to building up the positive.

106. *Ben. Franklin's Method of Developing Traits of Personality.*—All who have read the life of Franklin yield to him the palm of honor for keenness of intellect and sound wisdom. He was a shrewd student of human nature. He did not merely preach, he practiced; and he did not preach what he did not know from personal experience. In his young manhood he conceived definite ideas about success and the way to attain it.

"It was about this time," he tells us in his autobiography, "that I conceived the bold and arduous project of arriving at moral perfection. I wished to live without committing any fault at any time and to conquer all that inclination, custom, or company might lead me into. As I knew, or

thought I knew, what was right or wrong, I did not see why I might not always do the one and avoid the other. But I soon found out that I had undertaken a task of more difficulty than I imagined. While my attention was taken up in guarding against one fault, I was often surprised by another. Habit took advantage of inattention. Inclination was sometimes too strong for reason.

"I concluded at length that the mere speculative conviction that it is to our interest to be completely virtuous, is not sufficient to prevent our slipping, and that the contrary habits must be broken and good ones acquired and established before we can have any dependence on a steady, uniform rectitude of conduct."

He then goes on to describe the measures he took to accomplish his desired end.

"I made a little book in which I allotted a page for each of the virtues. I ruled each page with red ink, so as to have seven columns, one for each day of the week, marking each column with a letter for the day. I crossed these columns with thirteen red lines, marking the beginnings of each line with a first letter of one of the virtues, on which line and in its proper column, I might mark by a little black spot every fault I found upon examination to have been committed respecting that virtue upon that day.

"After a year I was surprised to find myself so much fuller of faults than I had imagined, but I had the satisfaction of seeing them diminish."

In this account, Franklin clearly indicates the separate processes that are necessary in building up the positive traits. They are quite as necessary now as they were then.

Chapter V

The Four Rules for Perfecting Desirable Traits

107. *Magnetic Personality Developed by Attention, Interest, Desire, and Action.*—The first rule is: Fix your *attention* on the weak traits which need to be developed. Second: Let attention awaken into genuine *interest* in the development of these desirable traits. Third: Encourage their growth by *desiring* them whole-heartedly. Fourth: *Act*—proceed to use the traits more and more daily until they become habits. These four rules, however, may really be compressed into two vitally important processes. The first process is *self-examination;* the second is *action.*

By self-examination, we mean "taking stock"—giving attention to one's traits of character and taking interest in self development. Periodically, the up-to-date progressive merchant takes an inventory of his goods. By this means he finds out the condition of his business, what class of goods is increasing his profits by ready sale, and what is reducing the profits by slow sale, or no sale at all. As it is important for him to take stock of his assets, it is equally so for you to take stock or yours—your positive and negative traits.

That is, you must submit yourself to an honest examination, to determine whether your will is strong or weak, to ascertain which of the positive emotional traits you have and which of the negative, to find out your good habits, and to learn to

what extent your physical and mental powers are improving or failing.

This does not mean that you should brood over your faults, nor that you should exult over your virtues. Avoid both of those errors, for they are equally harmful. You are simply to take one clear, steady look at the facts so that the knowledge may guide you in your future action.

There is absolutely no other safe or sensible start for you to make. You must first learn where the trouble lies. You must first learn what good materials, or beginnings of good materials you have to develop.

Root out your ignorance, and scorn to be self-deceived. Begin to study yourself—now. In the next lesson we shall suggest some practical aids to this process.

The second means of building up the positive traits is *action.* After you decide to eliminate negative traits you must then proceed to do it.

It does not make an iota of difference how much you learn about yourself by self-examination, unless you follow up your findings by activity. "You cannot dream yourself into a character." You have to act yourself into one. It may be unfortunate and you may grumble about it if you like, but the fact remains—*action is the only law of growth.*

If you want a healthy body, you have got to start your body to working for health; if you want a mind with powers of clear and continuous attention, you have got to begin exercising your mind;

if you want good habits and invincible will power, and a splendid, triumphing personality, you have got to put forth your strength in definite specific acts of a kind calculated to develop those traits.

"Do it today—tomorrow never comes. *Today* is the *tomorrow* for which you hoped so much *yesterday*."

108. *Choose Now What You Want.*—Your job as a salesman, or as a man, is set forth in these four lessons. Basic principles and truths are here presented to you. They are worthy of careful consideration and adoption; you *will* adopt them if you have *ambition.*

You must study and know the laws and methods of good business. Read and learn the principles underlying "Economics in Selling." You must understand the relationships between the "Factors in Selling" and the elements which enter into every sales transaction. You must grasp the basic principles which govern transactions between two humans if you would get invariably profitable results. Therefore, master the principles which are to be found in "Psychology in Selling." Above all, you can achieve preeminent success only as you develop your *own personal powers* as outlined in this lesson. All this is your job. The details of it will be presented to you in the remaining lessons of the course.

Your *immediate* task is to select from the list of powers given in sections 89, 90, 91, and 92, those

which you need to develop into habits. Do this thoughtfully and honestly. Don't *spare* yourself in judging your shortcomings. Follow Franklin's method. Prepare a chart of the positive powers you intend to develop to the finest proportions, and proceed to work on ONE AT A TIME. Take a year to do it. Take all the time necessary. Mark your present status opposite each power given in those sections. Mark it unsparingly. Mark it *very poor, medium,* or *good.* Take out the very poor ones to work on first. Their development will raise the power of the others. Remark yourself every six months, and note the results.

Remember Newton's law of *"equal reaction."* The effort you expend in developing positive powers must, *absolutely must,* come back to you in increased power. *No effort is ever lost.* Newton's law will enter into every transaction in salesmanship. Bear it in mind that what you sow you reap—with a profit or loss, depending on *what* and *how* you sow. What you give, you get back—to add to your happiness or misery, depending on *what* and *how* you give. You have *now,* within yourself, success or failure, for neither is *outside* of your own consciousness.

You are now a great salesman in the making, and you are the maker.

Questions for You to Answer:

1. Give the parallels between a general and a salesman.
2. What are the four steps needed to secure personal power? (Section 86.)
3. In what three ways are man-powers exhibited?
4. Name the constructive body-powers.
5. Name the subsidiary thinking-powers.
6. Name the will-powers which produce efficiency.
7. Name ten powers of the feelings.
8. State Newton's law.
9. What is your understanding of equilibrium?
10. Give the six characteristics of a great salesman.
11. Why is personality the greatest asset of a salesman?
12. Give the definition of personality.
13. What elements make up personality?
14. What is habit?
15. Give the rules for establishing good habits.
16. Give the four general rules for habit formation.
17. What is the rule for displacing negative traits?
18. State the two fundamental rules for developing positive traits.
19. Have you made a list of the positive powers you intend to cultivate?

Good Books Suggested for Further Reading

You cannot spend money to greater profit than in the purchase of good books which bear on business practice and salesmanship. Buy one at a time and compel yourself to read a given number of pages each day. These are worth owning and reading.

"Economics of Business," by M. M. Brisco. A good study of business economics for the average man, furnishing well arranged information such as salesmen need.

"Psychology in Daily Life," by Carl E. Seashore. A clear and interesting discussion of psychology reduced to understandable terms and expressions.

"Right and Wrong Thinking," by Aaron Martin Crane. This is a very unique book which has been on the market several years. It reveals the methods which underlie thinking and furnishes helpful directions for right thinking.

"Business Power," by Frank Channing Haddock.

These books may be ordered from Association Press, 347 Madison Ave., New York.

LECTURE NO. 1

The Keystone of Business

By

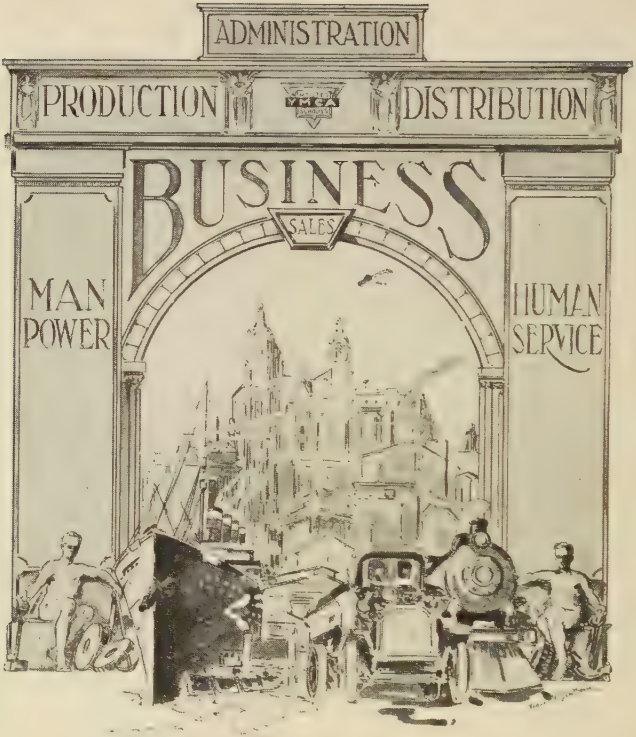
ARTHUR H. MYER

ARTHUR H. MYER

Director of the Department of Commerce,
United Y. M. C. A. Schools

UPON the completion of his career at Greenville College, Illinois, Mr. Myer felt that there was a real need for systematized commercial instruction in this country and he resolved to dedicate his life to this service. Although the profession of public school teaching claimed him at first, he soon joined the staff of the International Correspondence Schools and rose to the position of Division Superintendent. It was then an easy transition to the staff of the Mutual Benefit Life Insurance Co., in its New York agency, and from there to the Alexander Hamilton Institute, where, as a just reward for ability, he was made District Sales Manager.

Then came the onslaught of the Hun and the call to Mr. Myer from the National War Work Council to direct its educational work at Marine Headquarters, Quantico, Va., and later its entire New York District. Naturally, he was the logical man for the United Y. M. C. A. Schools to place at the head of its Department of Commerce, for on this department is laid the task of formulating and producing standard commercial courses to cover the whole field of business education.



SALESMANSHIP
The KEYSTONE of The ARCH

THE KEYSTONE OF BUSINESS

I HAVE read somewhere the statement that salesmanship is the business of the world. This is a broad and comprehensive claim, and it is true. To the young man, it means opportunity. To the man already engaged in selling, it means advancement, attainment, greater success. It is not sufficient, however, that we consider salesmanship as an all-inclusive term. In order that we may gain a true perspective, we shall have to analyze the problem and find the true relation of salesmanship to the scheme of affairs called business. The man who sells things is, first of all, a representative, an ambassador, an interpreter of the policies of the organization which he represents. He cannot correctly interpret unless he *knows* what he is talking about, and that requires training.

W. C. Holman, formerly sales manager of the National Cash Register Co., once said: "If a man has the natural capacity of a salesman in him, though it be hidden, obstructed, and obscured, training and instruction will bring it out, develop it, free it from obstruction as a man clears away the matted leaves from a hidden spring and makes it flow forth clear and strong, change it from potential into dynamic, translate it from possibility into actuality."

Progressive business demands, as never hitherto, trained salesmen. This means that the modern business executive requires not only that his men be trained in the art of *salesmanship,* but also that his business be handled by representatives who

are thoroughly familiar with the fundamentals of sound business practice. The young man entering business through the door of salesmanship should pause long enough on the threshold to ascertain his true relationship to what we choose to call Modern Business. In finding his true relationship, it is well for him to consider the relative position which his calling, salesmanship, holds in the business world. This is also necessary for the man who has spent a considerable amount of time in the actual practice of selling but has never understood that his responsibility extends further than his immediate job; and that he should acquire knowledge of the fundamental relation of salesmanship to business as a whole.

We are all more or less familiar with the terms "economics" and "business economics"; but what do they mean to the average man? We have neither time nor space to enter into a discussion of these subjects, but we should understand the framework of what is called "the economic process." That process as worked out in modern business involves fifteen factors or units, as follows:

1. Finished products are made from
2. Raw materials, by a
3. Manufacturing process, with
4. Equipment, driven by
5. Power, operated by
6. Labor, housed in a
7. Factory, controlled by an
8. Organization, representing
9. Capital, involving
10. Finance, continued by

11. Marketing the product, which utilizes
12. Credits, necessitating the
13. Collection of accounts, for
14. Wages and materials, and for
15. Profits on invested capital.

I cannot urge too strongly, on both the young man who is approaching salesmanship and the man who is already engaged therein, the importance of making a definite study of this seemingly simple economic process.

Let us carry further the analysis which I have made, confirming in a more definite way the economic process, to an actual consideration of the fundamentals of our modern business structure. In order that we may visualize business, at least in a figurative way, let us study carefully the Business Arch which you will find as a frontispiece for this lecture. Note that the left-hand pillar of the arch designates *"man-power."* Business rests on the foundation of man-power. Upon this pillar rests our modern day *"production,"* which is illustrated as one of the great stones of the Business Arch. Next, you will note that we have shown the other great stone to be *"distribution"* —distribution as a result of production, for the purpose of filling human need. The artist has very rightly shown the right-hand pillar of the arch to be that of *"human service,"* which supplies the needs of mankind. This means that our modern business structure is designed to give human service; for all success and human attainment are based upon this fact. This eliminates absolutely the idea of *exploitation.*

There is another stone of the arch to which I

have not called your attention, but which we must now consider in its true relationship. This is *"administration,"* the capstone of the arch.

You will remember that, in my analysis of the economic process, I referred to an organization, representing capital. Administration is admittedly a broad term and is composed of certain factors which make possible what I have already described—namely, production and distribution. Administration embodies that group of men who have in their charge the direction and supervision of any business organization. Their function is that of organization and control, the direction of the finances, and the supervision of accounts, as well as the direct responsibility for production and distribution. As we contemplate this arch of business, it is inspiring to note the artist's conception of industry in the background, and the flow of commerce through the gateway of the arch. But what stabilizes this arch? What holds it together and makes possible the throbbing activities of commerce and industry? It is that small stone marked *"sales."* In reality, *salesmanship is the keystone of the arch.* Without it the structure would tumble in ruins.

We will now apply our analysis to a concrete modern business organization and, by this step, we will come right down to where you are today and show your relation to your present organization. Let us, for an example, take any large manufacturing concern. What do we find? A group of men who have invested their capital. These men are represented by a board of directors, who have, in turn, designated one of their number as president. He has been charged with the interpreta-

tion and administration of policies. Next to him we have the general manager, who is charged by the president with the execution of the policies. This man must be capable of making practical application of the principles of economics, organization, and control. Undoubtedly, we shall find a third man, perhaps a vice-president, whom the general manager has made responsible for production. Probably we shall find another vice-president in charge of distribution, transportation, etc. We shall find, also, a treasurer, in charge of finance. Under the treasurer, perhaps, there is a comptroller, in charge of accounts. A sixth executive is the marketing manager, in charge of sales; and under this marketing manager you will find *your* location and your job as salesman. I want you to realize the importance of *your relation to the organization* and the vital part you play in connection with the whole scheme of business.

Salesmanship—A Vital Business Force

THERE are few who will disagree with me when I say that salesmanship is one of the most, if not *the* most, vital factor in business success. Salesmanship has had more to do with the development of industry than any other single factor. There is hardly a business that has not been built by the vitalizing influence of salesmanship. Goods are manufactured, not just for the sake of the joy of manufacturing but so that the goods may be sold and delivered into the hands of the ultimate consumer.

The biggest organizations in the country are the direct result of good salesmanship. Salesman-

ship is a power that converts the luxury of today into the necessity of tomorrow. As a matter of fact, the present status of society from the standpoint of most of its conveniences and comforts is due almost entirely to the vision born of true salesmanship and put into practical application by real salesmen.

Invention has played a big part in the development of society and in the building up of big industry; but invention, after all, is but a passive thing. To create the demand for an invention, however useful and practical it may be, it is necessary to resort to the big power of salesmanship. Such a useful invention as the telephone was becalmed in the doldrums of suspicion, heedlessness, and unbelief until one of the master salesmen of the age, Theodore N. Vail, solved the problem of placing it in the hands of the people. For a good many years the telephone had to be *sold*—sold by high grade salesmen. The telephone has become an absolute necessity, both in the home and in business; but no one will gainsay the fact that it took years of good marketing to put it on its present plane.

Twenty-five years ago when the internal combustion engine was invented, the placing of an automobile in the hands of an ultimate consumer was an occasion to be commented on by local papers when the delivery of that car was made. By clever salesmanship and practical demonstration of its use, the automobile, which twenty-five years ago was considered a luxury and a most expensive one at that, was placed in its right light before the buyers of the world. The automobile of today is a perfect machine compared with the

automobile of 1895. The wonderful development in the machine itself has been due to the fact that salesmanship created the demand, which kept growing more and more insistent year after year. This growing demand evolved the organization of one automobile company after another, each fighting with the other in the winning of a market. This competition in *selling* was, after all, responsible for the competition in *manufacturing,* and the manufacturing competition perfected the automobile and made it what it is today—not a luxury but a practical necessity in business and social life. The competition of putting the machine in the hands of the ultimate consumer developed one of the richest and largest industries in the world—the automobile industry with its allied lines and accessories. From pleasure car to commercial truck was only a short distance; and from truck to farm tractor was only a step. But even the truck, practical as it is in industry, had to be *sold,* because the idea of replacing the horse was one that in the minds of most business men was hard to overcome.

In trying to compute this power of salesmanship in the launching of the automobile and the truck, one must also think of the big tire organizations that have been built up. A close analysis of the whole automotive industry will throw the credit where it belongs, and that is to the specialty salesman who sold automobiles, trucks, tires, and accessories under the hardest conditions and put the industry on the plane it occupies today—an *economic necessity.*

There is scarcely anything that we can point to in the way of a business that does not depend upon

selling. The great financial houses of the country will listen to no industrial proposition seeking money, until they have been convinced that the product in question can be sold profitably to the buying public. It matters not how clever and practical a patent may be, the capital to exploit it can never be raised until a full analysis of the methods of distributing the article has been made and a market determined. The first question bankers ask is: "How much do you estimate you can sell?"

I was driving up from the Battery along lower Broadway with a friend one day, when he made the following remark to me: "Have you ever stopped to think of the power of salesmanship and what it has done in this world of ours? Take this city of New York, for example. There is hardly a building that you can point to from the Battery to Columbus Circle that isn't the result of real salesmanship." We were passing the Custom House when he made this remark. He pointed to it and said, "That Custom House was built and equipped to collect tariffs or duties upon goods that have been sold to the American buyers by other countries of the world." A little farther up he pointed to the Equitable Building and said, "There is a monument to real salesmanship. You and I have always considered life insurance one of the most difficult specialties to market. It is true that life insurance is economically sound, but it has always been necessary to *sell* the public on that point." Then he pointed across to the Singer Building and said, "There is another product of salesmanship. The sewing machine, useful as it is, had to be sold as a specialty and it took years

before the sewing machine was standardized and before it became the necessity that it surely is today. Look at that Woolworth Building, now. There is represented salesmanship in a highly developed form—salesmanship with a vision of selling useful articles at a very small price. There is a building that has been erected on sales of five and ten cents."

My friend continued along this strain for some time and before we reached Columbus Circle I was firmly convinced, if never before, that the big economic force of the world—the vital force—is salesmanship.

Salesmanship—A Profession

WHY IS salesmanship a profession? You may demand the reason, and you may question my right to the claim that salesmanship is a *profession.* Dr. Jeremiah Jenks, of New York University, has answered the question, "What is a profession?" in this way: "Briefly, it is a calling for which men prepare themselves by special study and which they exercise, partly, indeed, for gain, but also in accordance with certain ideals commonly called the ethics of the profession. A profession, then, implies the mastery of a science." You may ask further: "But is salesmanship a science?" I may answer you in this way: The usual understanding of science is that it is systematized knowledge considered in reference to the discovery and understanding of certain fundamental truths, such as the correlation of a body of laws or principles into an ordered and interrelated system. In approaching the study of

this course in salesmanship, then, you are qualifying for a profession, from the standpoint given by Professor Jenks; for the laws and fundamental principles of salesmanship as formulated and presented in this course warrant its definition as a science. You are, therefore, justified in approaching the vocation of salesmanship as a profession.

In becoming a salesman, you may be able to classify yourself as one of several types of professional men. If you are inclined toward mechanics, there is ample opportunity for you to render very high grade service by employing your powers and adaptability as a sales engineer. The technical graduate in mechanical, mining, electrical, chemical, or construction engineering is sought for by many of the largest concerns for the purpose of putting them on the selling end of the business. A salesman in those lines must be equipped to analyze the problems of the customer and recommend a solution. It takes specialized engineering knowledge to do it. Professional skill is necessary.

If you are a practical man, with a sincere desire to serve in the widest possible manner, there is no end to the number of things which you may sell, each of which will require analysis, exact knowledge, and business acumen approximating technical skill, without the necessity for technical training in the schools. Machinery and tools; mill products of cotton, wool, and silk; foodstuffs, drugs, office appliances, factory equipment, and scores of other products call for trained salesmen who regard their opportunities as equal to any offered to the recognized professional man.

The man who inclines toward literature, or

education, or the purely humanitarian side of service, will find outlet for his preferences in the sale of books, correspondence courses, insurance, advertising, legitimate stocks and bonds, musical instruments, and dozens of other lines requiring men of education, refinement, and professional spirit.

Artists, too, or men with the artistic temperament or inclinations, may find ample scope in salesmanship. The field here is much broader than one would suspect, for art has entered business through many channels during the last quarter-century. Builders of homes, factories, towering office buildings, great edifices for stores, and even concrete bridges, sell "art" as well as wood and brick and iron and cement. Our very factories and stores have borrowed the habiliments of European art, in order to express more perfectly the spirit of the new business day in which we live. The great white tile Woolworth Building has been named a "Cathedral of Commerce." Fifth Avenue, New York, is lined with beautiful stores whose architecture had to be "sold" to the hard-headed men who were to own them.

The artist painter, too, now throws his spell of subtle colors around a thousand products of loom and lathe and cold tool steel. The magazines, in their advertising sections, are veritable art galleries; and those art advertisements were put across by men who could sell "art," not merely so many lines of space at so many dollars per line. The art work was sold as well as space.

Yes, the profession of salesmanship has a place for every man who could make good in any profession. He might, however, be a splendid success in some other profession and a failure as a

salesman, for salesmanship requires some abilities not required in the other professions. As in other professions men assume responsibilities and carry heavy obligations which relate them in a vital way to the public weal or woe, so do salesmen assume grave responsibilities in handling an article and passing it on to humanity.

I am talking now of salesmen who sell an article, the service of which can not be questioned, and the real salesman always assumes the responsibility of his profession in a broad and humanitarian spirit. The real salesman representing a big industrial organization feels that his responsibilities are not only to himself and his family and to his house and to his customer, but that he has assumed the responsibilities of every workman in the plant operated by his organization. A salesman who is not doing his best and not turning in the amount of business which he is capable of getting, either is likely to be throwing men out of work or is not creating more business, so that more men can be employed. Salesmanship is a true profession, in which a man has more opportunities to serve his fellowmen than in almost any other line of endeavor.

Salesmanship—An Opportunity

CHOOSING a life work is not an easy thing to do. You should look upon every side of a vocation and consider it in relation to your personal preferences, physical condition, aptitude, and training before making the choice. If you choose one of the professions—law, medicine, teaching, engineering, architecture, accounting, or the Christian ministry—it will be necessary for

you to spend from three to eight years and considerable money in preparing yourself for that profession. Several years more must pass before your earnings will run higher than $200 a month. Then, should you desire to change to another occupation, you will have difficulty in getting a job. Lack of real business experience would be the chief hindrance.

In the profession of salesmanship, however, you learn while you earn; and your employer helps you get your training, in addition to that which you get for yourself in a course like this. Moreover, salesmanship is most excellent preparation for a business job higher up; and the profession is never overcrowded. Salesmen seldom lose their jobs except for inefficiency.

The last available census is that of 1910. During the decade of 1900-1910, in the United States, the increase in salesmen was as follows:

Agents or specialty salesmen increased 56%
Commercial travelers increased 75%
Retail salesmen increased 25%
Total increase in all occupations 31%

The average increase, therefore, of salesmen, outside of those in retailing, was 100% more than the increase in *all* occupations. Look at it in another way. Of the total number of salesmen—wholesale, specialty, and retail—in 1900

Specialty salesmen numbered 29%
Commercial travelers numbered 12%
Retail salesmen numbered 59%.

But in 1910 the line-up had changed like this:

Specialty salesmen numbered 31%
Commercial travelers numbered 14%
Retail salesmen numbered 55%.

"Commercial travelers" was the designation at that time for salesmen representing jobbers and wholesalers. We shall doubtless find an even greater percentage increase for salesmen in the 1920 census. This indicates a steady call for salesmen. You may verify that any Sunday by reading the advertisements in the papers calling for salesmen. A salesman may begin his career by earning as much as he *determines* to earn; the increase also depends entirely upon himself.

This leads me to say that the salesman is the most fortunate man among business men. He is really in business for himself without having to invest a dollar. Suppose you decide now to go into business as a proprietor, manufacturing knit underwear. You could start with one machine, to be sure, and gradually add others as business grows. But it might be far more profitable for you to become a salesman for some well-known manufacturer with a well-equipped factory and a reputation already established. You would have ample opportunity to sell all the goods you please at good commissions, without worrying over labor troubles, finance, or other ills. You would be more independent by far than if you were proprietor of a young factory.

As to what branch of selling you should choose, that is a matter for you to decide. Wholesale, specialty, retail—all have their good points. Some men are inclined to look upon retail salesmen as merely order-takers. I don't feel that way about it. The temptation, of course, is great for the retail clerk to become lazy, and thereby to kill off ambition; but he need not do that. He has abundant opportunity really to sell goods. If he

does, there are jobs higher up waiting for him, especially in the big stores. Or he may easily find a place as outside salesman if he prefers the road.

Wholesale selling has its attractive side. You soon get to know your customers and you build up a regular trade which is all but your own. You make good friends of your customers, too, and they are glad to see you if you are a real man.

Specialty selling requires the highest type of salesmanship, especially when you are introducing a new article or selling only one to a customer. You are meeting new men every day. That, in itself, has its exciting quality and it keeps your wits keyed to the utmost. Earnings are larger in this field than in any other form of salesmanship, and openings may be found any day.

I have already pointed out to you the fact that salesmanship is the keystone of business, and you know how very important a keystone is in an arch. The builder does not put "any old stone" at the apex of that arch. He chooses as fine a piece of stone as can be found. Think of yourself, now, for a moment as the keystone in the business of your house. You will agree, I know, that you ought to be the very best possible sort of man inside and outside.

Let me bring out this point, then: Your rewards in salesmanship—money, advancement, high position—all depend on your continuing to be a *solid* keystone. There must be no disintegration, no falling away, no let-up in strength of body and mind. Health must be kept well up to ninety-five per cent efficiency. Character must be continuously clean and white. I have never been able to see where a salesman betters himself by rolling in

moral dirt and filth—sensual stories, lascivious thoughts, and immoral acts. These things do not help him to build an attractive personality.

When you look up at the keystone in an arch, it is the *one* stone that *stands out* among the others, isn't it? It has a different shape; it performs a special service which none of the other stones perform. That is exactly what salesmanship does for the world. It serves in a special way and, because its intent and purpose are to *serve,* salesmanship offers to men a particularly attractive and happy future. Neither success nor happiness, you know, are measured by money or the power which money gives. The successful life, as we now look on it in business, is the life which has been of the greatest service to men.

As I have examined the various professions and trades, I am convinced that the conscientious salesman; the man who is forward-looking, and upstanding, and clear-visioned; the man of sympathy and cheerfulness and faith in humanity, is the man of unusual opportunities to render real service to the prospects and customers upon whom he calls. In a thousand ways, directly and indirectly, he can *serve.* In serving, we get pleasure and happiness and the love of friends. And in getting these, we get also power to appreciate friendship and to fill our own niche in life's "hall of fame."

LECTURE NO. 2

Keeping Mentally Alive

By

JOSEPH FRENCH JOHNSON

JOSEPH FRENCH JOHNSON
D.C.S., LL.D.

DEAN of the School of Commerce, Accounts and Finance, New York University. Formerly financial editor of the *Chicago Tribune,* founder of the *Spokesman,* Spokane, Wash., professor in the Wharton School of Commerce, University of Pennsylvania.

Dean Johnson has won a well-deserved place of preeminence among educators who have blazed the way in training young men and women in sound business practice. The New York University School of Commerce and Finance was founded in 1900 with 67 students. In 1903, Dean Johnson took hold and today the enrolment runs above 6,000. One-fifth of the students are women and 80 per cent of the total are employed in business during the day.

Recently the *American Magazine* published an article from Dean Johnson's pen entitled: "Getting Your Second Wind in Business." It was just the thing needed as a lecture to accompany Book I of the Course in Salesmanship, so permission was obtained from the *American Magazine* to use it. It is passed on to you here with a shorter title—"Keeping Mentally Alive"—in the hope that you will profit greatly from its wise suggestions, coming, as they do, from a keen student of human nature and an educator with practical common sense.

KEEPING MENTALLY ALIVE

A FEW weeks ago a man whom I had known years ago at college walked into my office. He is sixty-two years old, and the marks of genteel poverty are on him. He is employed as a clerk or bookkeeper at about fifteen hundred dollars a year. Couldn't I help him to find a better position, one with a larger salary?

We talked for perhaps half an hour; and every few minutes his mind would slip back to our college days. He spoke of Sam, and Jim, and Ed, men whom I had not thought of in years. His need for a larger job was urgent enough, one would suppose; yet even that necessity proved incapable of keeping his mind in the present for so much as a brief half-hour. His capacity for absorbing new ideas had ceased with his graduation from college; at sixty-two he was living the mental life of twenty-five.

Look around you and you will see a man of his stamp in every office and factory and club. If he is a college man, he travels still in the rut that college made for him. If he had no college training, his talk is of baseball, or the mechanism of his automobile, or the superficialities of the day's news. World changes in business and finance are of no significance to him. He opens his mail, dictates, "Yours received and contents noted" precisely as he did at twenty-five—no better and no worse.

Contrast that man with a friend of mine who has built a business of international proportions. At sixty-five he said to me:

"I wish I were twenty again. I see so many opportunities in business that I cannot take advantage of, things that ought to be done that would make the nation richer. It is not the money I think of—I already have more than I need—but I do not like to see opportunities for good business going to waste. I don't understand why I cannot make my boys see these opportunities. I have given them both a good education, but somehow they do not see."

When he was well past middle life he was still studying; and one chapter in a certain book on finance caused him to make changes in his business that have paid him an additional profit of more than $10,000 a year ever since. Sixty-five and still young, still growing!

I stopped in at the office of one of the richest men in America not long ago. He, too, is well past middle life, and had recently retired from the presidency of a great commercial institution. His secretary told me that he was in California that day. Loafing? Not a bit of it. Someone had excited his interest in regard to oil, and he was out there looking into the subject.

"What's he going to do now that he has retired?" I asked the young man. "Devote his attention to the companies in which he is interested, I suppose."

"Oh, no," the secretary replied. "He won't devote much time to them; they're already successful. No; when we moved into this office he just pointed to the chairs and said: 'That will be your chair and this will be mine. Now we'll sit down and have some fun.' "

Gray-haired—but still having fun! More than

middle-aged according to the calendar, but still curious about the world, still reaching out for new books to read, eager for the companionship of any man who can give him new ideas—there you have the really successful man of business. The ninety per cent are soon satisfied. At twenty-five or thirty they think they know enough, and they settle down complacently to live by selling the little stock of skill and learning they have acquired.

But here and there the extraordinary man keeps on forever learning. And in that constant outreaching after large things lies the secret of success. That is the first great truth that impresses one who has spent his years in training men and watching their progress afterward.

There Is No Substitute for Work

THE real purpose of education is not to give information but to give that understanding which knows how to utilize information. That an *understanding* of business can be transmitted from teachers to thoughtful young men and women we have proved pretty conclusively in our years of experience at the School of Commerce. More than seventeen thousand young men and women have passed through the school in its comparatively brief existence; and—to apply the hard, material test which is so appealing in these modern days—the records prove that our graduates not only earn more after their graduation than before, but that their earnings are considerably beyond those of graduates of the other university departments.

The men and women who attend at night come from the stores or offices. There is an earnestness in them, an eagerness to learn, that inspires even the least inspiring instructor. They have started in business and have made the first great discovery: that beyond a certain point a man makes progress only by virtue of what he knows.

That so few men make this discovery in time to profit by it is the most tragic fact in the business world. I should say that somewhere between a man's twenty-first and thirtieth birthdays there comes a great period of crisis. Will he settle down in self-complacency and contentment in a routine job? Will he say to himself: "I guess I know enough to get on all right." Or will he get his second wind?

I have often been asked whether men break down more frequently in New York than elsewhere; whether the nation's largest city is not indeed a sort of "man-killer." I do not think so. I live in New York in the winter and on a New England farm in summer. The health of the men whom I see in New York is better, on the whole, than the health of the "hardy farmers." They eat more intelligently and while their biceps may not be as large, they know much better how to provide the kind of strength that is needed for regular, sustained work.

Men who are successful work hard in every city; but the work is more intense in New York. And in Wall Street, and the district immediately about it, which is popularly assumed to be the area of "easy money," you will probably find more lights burning in the evening hours than in any office section of any city in the world.

From Brooklyn Bridge on a winter evening the lower end of Manhattan appears a veritable mass of lights—each one indicating that some man has found the day too short.

We are accustomed to think of the leaders of Wall Street as the newspapers picture them to us: at Palm Beach or on the golf links. It would be interesting to telephone the offices of each one of the most important men in the financial section each night for a month during the winter. The records of those calls would indicate *why* they are *what* they are. In Wall Street, as elsewhere, it is forever true that there is no substitute for work.

Salaries are higher in New York than in any other city in America. A man who succeeds will be more highly rewarded for his success. But no young man should assume that because salaries are higher, success is easier in New York. He must not suppose that if only he could leave where he is and reach the big city he would begin to prosper. A bush leaguer does not develop big league ability nor earn big league pay by merely changing his location.

To New York are drawn, as by a great magnet, the best and brightest men from every section of the country. Great industrial concerns are constantly lifting men from their branch offices and bringing them to New York. But the competition is intenser; and the man who has failed to distinguish himself in a small town might more wisely stay and fight out his problem where he is. The price paid for mediocrity is little higher in New York than elsewhere.

There Is Victory in Staying Power

ANOTHER fact that impresses me as I look back over the records of our graduates, is the importance of staying power as an element in success. Sometimes the men destined to make the brightest marks in the world give unmistakable evidence of that fact even in their student days.

But sometimes they do not. One day I persuaded a business man of international reputation to lecture at the university. As we sat on the platform, watching the class file by, his eye fell on a young chap who held his head high and walked with a swinging stride that was eloquent of self-confidence.

"Who is that?" the great man asked.

I told him the young man's name and record.

"He looks as though nothing could stop him."

And so it has proved. Probably no other member of that class has made a more conspicuous success. But at that same period we had in our classes a man whose progress had been so painfully slow and labored that we more than once felt like advising him to give up the struggle. He had begun life as a machinist, and by long, hard study at night had finally succeeded in passing the state examinations which gave him the standing of a high-school graduate. Then he came to us.

Time after time he failed. It seemed as if the principles we were endeavoring to make clear to him were simply beyond his comprehension. We felt almost guilty in allowing him to continue. Finally, by dogged effort, he succeeded in completing in six years what the ordinary student does

easily in three, and left us to qualify as a certified public accountant. We sent him out with little hope that we should ever hear from him again.

Today he occupies a position of high standing in his profession and earns more than most of the men who so easily outstripped him in the classroom. Their brilliance carried them quickly into positions where they no longer had to struggle. He, for whom everything came hard, developed a strength of will and a determination to overcome all obstacles that was more than a match for their talent.

Brilliance is a liability as well as an asset. Properly balanced by a willingness to take pains and to put forth sustained effort, it can carry men far. But the man who finds that nature has given him nothing except a dogged determination need feel no discouragement. There is a great deal of good cheer, in the lives of famous men, for such a man. Kitchener was a dull boy at school; James Russell Lowell was disciplined at Harvard for persistent neglect of his work; Doctor Johnson expressed gratitude in after life to the schoolmaster who had flogged him, and testified that without those floggings he would have accomplished nothing. Almost every class that passes out of the doors of the university contains some man of mediocre gifts whose slow, persistent hammering will break down all resistance and carry him far beyond men of more talent and less resolve.

A willingness to keep on studying business, as the physician keeps on studying medicine, or the lawyer continues to study law, an intelligent attention to the laws of health, and the kind of de-

termination that is only beginning to fight when other men are ready to quit—these are indeed a commonplace formula for success. Yet they constitute the fundamentals, as is proved anew by each succeeding class which graduates into the world.

I realize that for most men who read this a systematic course of study at a university of business is impossible. There are only a few such universities, and the number of students that they can accommodate is all too small. But study, fortunately, is a matter of spirit and will, rather than of time and place. A man who is honestly determined to keep on growing and to have a little better understanding of the principles of business each year, can give force to that resolve, no matter where he may be. It was John Burroughs who once said: "It makes little difference to which school you go, whether to the woods or to the city. A sincere man learns pretty much the same thing in both places."

Invest in a Few Good Books

TO the young man who wants to grow in his understanding of business, therefore, I should say first of all: "Take a simple course in bookkeeping." That may sound like very elementary advice, but it is sound. Some day bookkeeping will be taught not only in the high schools but in the grammar grades.

Today, business is full of college graduates who cannot read a balance sheet, to whom the financial page of the newspaper is a foreign language, and who are ignorant of the most fundamental opera-

tions of business, because they have never been drilled in simple business accounting. No matter what your position in business may be; no matter how much you may suppose yourself to dislike figures, resolve to understand bookkeeping before this year has passed. It will be a fine first step in aiding you to think clearly and to reason right.

On this foundation every man ought to build a small business library. It need not consist of many books; it should contain none that have not been thoroughly mastered and made a part of your equipment—tools for your daily work. If I were to list the first ten books in such a library, I think I should classify them about as follows:

1. A good political economy. Richard T. Ely's "Outlines of Economics" is good, and there are many others.
2. A good book on finance. Horace White's "Money and Banking" and Wither's "Meaning of Money" are first class.
3. A book on practical finance. W. H. Lyon's "Corporation Finance" is excellent; so is W. H. Lough's book on the same subject.
4. A book about Wall Street, for, after all, Wall Street is the heart of our business organism. I recommend Pratt's "The Work of Wall Street" and Van Antwerp's "The Stock Exchange from Within."
5. A book on management: Kimball's "Industrial Management" and Galloway's "Office Management."
6. A book on psychology as applied to business. Professor Walter Dill Scott was a pioneer

in this field and his "Influencing Men in Business" is full of stimulation.

7. Something on sociology, which is the study of the foundation and origin of custom. Fairchild's "Applied Sociology" is an interesting book.
8. A book on labor problems. Professor John R. Commons's book on "Principles of Labor Legislation" is standard, and John Leitch's "Man to Man" is fresh and human.
9. Biography. No man who has tasted the joys of biography will be content with one book, or a dozen. Franklin's "Autobiography" ought to be read by every man in business. He was our first "self-made" man. The lives of Cecil Rhodes, of James J. Hill, and other men of the empire-builder type help men to think in larger terms and exercise the imagination.
10. History. The Introduction to Buckle's "History of Civilization" should be read by every man who wants to understand the relation of economic causes to human events. No man who is grounded in history ever goes about wagging his head and asking, "What is the world coming to?" He knows pretty definitely what it is coming to, for he has seen it struggling through the same sort of trials and tribulations many times before.

As a man feels himself progressing, his attitude of mind becomes inevitably more constructive. And, after all, the attitude of mind is the distinguishing factor between the successful and the unsuccessful man.

Every Man Is Self-Made

AS I look out over the office buildings of New York, it occurs to me that every building is filled with men who believe in their hearts that they are unappreciated, men who harbor a half-concealed resentment against those who seem more successful, who tell their wives at night that they are doing the work from which other men derive the profit and the glory, and who are often coddled by their wives in that destructive self-deception.

The wives of such men come sometimes to see me. One came only the other day.

"Why can't you make Henry successful?" she demanded. "Why don't you do for him what you did for Frank Vanderlip?"

"I did nothing for Frank Vanderlip," I replied.

"But wasn't he just a poor boy when you met him?"

"Yes."

"And look at him now. What made him so successful?"

I told her the story of Frank Vanderlip from the beginning—from the days when he worked in a machine shop in Aurora, Illinois, where his parents were neighbors of Mrs. Johnson's people. But when I had finished she was not convinced. Somewhere in the recital I had made an omission, she was sure. There was some necromancy about Vanderlip's success that I was unwilling to reveal to her so that her husband might profit by it. She will never believe that Frank Vanderlip made himself what he is, that her husband has made him-

self what *he* is; and that we are all of us masters of circumstance or slaves of circumstance, according to the measure of our individual capacity for mental growth and hard work.

I loaned Frank Vanderlip two books while he was working day and night on a little newspaper in Aurora. They were Mill's "Political Economy" and Bagehot's "Lombard Street." I recommended these books many years later to the class in which that young woman's husband was a student. Vanderlip read the books; her husband regarded them as a mere task to be avoided if one could do it without being caught. When I moved from Aurora to Chicago and became manager of the "Investors' Agency," an organization whose business was to analyze securities for the benefit of investors, Vanderlip followed as my assistant. Night and morning, on the trips to and from Chicago, he read. That woman's husband also commutes night and morning—and plays pinochle.

When I became financial editor of the Chicago *Tribune* I wanted a man to report the Wabash case. I sent for Vanderlip. He was modest; he doubted if he could make a good newspaper man. Some of his friends in Aurora, when they heard of his move, took occasion to tell me that I had made a mistake. Frank did not have it in him; he was "too slow." But his first story about the big case was such a masterpiece of thorough analysis, displaying so much of the underlying principles involved, that it ran on the front page of the paper and was a sensation in the city.

For every new step in his career he was prepared by constant study, an insatiable appetite for new knowledge, and an unflagging capacity for

hard work. It was those elements in his character that made Frank Vanderlip. They will make any man, and for them there is no substitute.

Learn the Principles of Business

SOME years ago a young man graduated from one of our leading technical institutions. He had more than the average of native ability; his record at the university was excellent, and had helped to develop in him a real talent for invention. In the first few years after his graduation he invented and patented a very useful household device and he and a friend formed a company to manufacture and market it.

Character, capital, ambition, and a worth-while product—all these they had. They had put every ounce of their energies into the business; no one could accuse them of doing less than their best; and yet the enterprise, far from making profits, steadily ate up its capital and ended in bankruptcy. They lacked only one element for success—*they knew nothing about the fundamental principles and practices of modern business.*

"It's been a pretty expensive post-graduate course," one of them said to me, "but it has taught me one thing. I have learned that business is just as much a science as engineering, and that no one can hope to practice it successfully in these days who is not willing to take the time and effort to study it as a science."

Another young man, of about the same age as these two, graduated from another Eastern college and came to New York to work. He found

employment with a company dealing in commercial paper. A week or two later he visited my office:

"What goes on down there at the office is all Greek to me," he said. "The courses I took in college don't seem to connect up with it at all. Can you give me anything that will have a real practical value?"

We laid out for him some courses in Political Economy, and in Money and Banking, and he attacked them with an active appetite. At the end of the first year he announced that his company was planning to open a bond department and, later, to deal in stocks. He wanted something on Corporation Finance and Investment Banking. Little by little he was promoted up through the sales force until he became a sort of assistant sales manager; and I shall never forget the expression on his face when he came bursting in one evening just before the class.

"I made them sit up and take notice yesterday, Dean," he exclaimed.

"What did you do?"

"The members of the firm were discussing the general business situation," he said. "I couldn't help overhearing them, and they had it all wrong. Finally I couldn't restrain myself any longer. I broke in and told them how we had analyzed it here at the school; I gave them the whole course in a nutshell. You ought to have seen their faces."

Equipped with so much vitality and self-confidence, that young man could hardly have failed to succeed. The instinct for business was born in him; his faith in himself was rather over than under-developed. Yet the thorough study of busi-

ness that he made unquestionably shortened his path to success, and made his progress far more secure. In a year or two he was sent to London by one of the leading private banking houses of New York, with a salary of $6,000 and commissions. A little later he was back on this side again, and today he is counted among the notably successful young men in his line.

Character Plus Knowledge

I CAME to New York from the Middle West, sharing the popular prejudice against New York. I have seen the standards of business practice steadily rise all over the country, and nowhere are they higher, nowhere does a man's character count for more than in the district which is popularly described as Wall Street. The idea that business is a game in which a man strives to win a quick prize in order that he may withdraw and live in idleness is dead.

Viewed in this light, business is an occupation to which any man may be proud to give his life, modestly striving to add to his store of understanding each year, and knowing that only as he adds to his understanding can he add to his growth. And any man who enters business with any other conception enters it to fail.

That business, which claims the lives and energies of so large a proportion of American men, should have been the last to be provided for in our educational system is a rather curious fact. We have grown rich and great in America simply by the rule of thumb. We have been running a huge machine that ground out dollars for all of

us, without really understanding why it worked, or the real fundamentals of its mechanism. It is this lack of knowledge on our part of the real *why* of business that makes the English financiers so confident of their ability to take the foreign trade of the world away from us again.

We have made much progress in a quarter of a century, bankers and business men alike. The accountants have taught us the meaning of costs; men like Taylor have schooled us in scientific management; the War has introduced us to foreign exchange. But we still, as a nation, are untutored in the fundamentals of business.

Too many of the changes in the financial world come upon us unexpectedly; we are prone to act as if the present situation were something wholly new and unprecedented. And for the luxury of that attitude we are constantly paying a heavy toll. We do not need schools to teach us how to make more money; in a country as rich as this, success must for a long time continue to be relatively easy. What we need is to understand *why* money is made or lost, what is the relation of our individual operations to the business of the world, and how the laws of economics operate.

Project No. One

PROJECT 1

Instructions

In order to get uniformity in the papers which contain solutions of the project, and so to assist the instructor in examining and grading the papers, you will please follow these instructions carefully:

1. Write your solution of the project on paper of commercial letter size, 8½ x 11 inches. Write on *one* side of the paper only, and allow a margin of 1½ inches on each side of the written matter for the instructor's use in making corrections.

2. Number each sheet of paper consecutively, and write at the top of the *first* sheet information corresponding to the following:

Project No. 1, Salesmanship, Date.....
Central Y. M. C. A., Chicago, Ill.
(Group you are in) (City)
William B. Merchant,
(Your name)
.....
(Your address)

At the top of *all* sheets except the first, write your *name only.*

3. Solve this project as soon as Textbook I is completed and hand or mail your papers to the instructor within a week, or as quickly as possible. They will be returned to you with corrections.

Data for the Project

THE purpose of these projects is to furnish the groundwork for the student of salesmanship so that he can utilize the information given in the textbook in working out imaginary cases in marketing or selling goods. Necessarily, the project must deal with a specialty of some sort, because the principles of salesmanship are practiced in fullest measure in specialty selling.

For the first project you are to imagine that you have been made sales agent of a company just beginning the manufacture of a newly patented appliance, to be attached to the grate of a stove or furnace for the purpose of using crude oil as fuel instead of coal or wood.

There are already on the market several appliances designed to utilize kerosene for the purpose of heating and cooking. These appliances are, like this one which you are to market, placed inside of the stove or furnace.

The advantages of your appliance are as follows:

1. It can be installed by any man with a monkey wrench and a screw driver, in any coal or wood stove or furnace. It can also be attached to a gas stove for baking purposes, but a plumber will have to attach it.

2. The cost to you of the burners, F. O. B. Detroit, Mich., where they are manufactured, in-

cluding oil tank and the necessary piping, is as follows:

$7.50 for the No. 1 size
$9.50 for the No. 2 size
$12.00 for the No. 3 size
$15.00 for the No. 10 size
$20.00 for the No. 12 size
$30.00 for the No. 14 size

The sizes from 1 to 3 are designed for cooking or heating stoves. The sizes from 10 upward are for furnaces in cottages.

You will have to pay freight charges from Detroit to your points of delivery, cartage charges from railroad station to your warehouse, and delivery charges to place of installation; and you are under contract to buy a minimum of 300 burners per month and pay cash for them.

3. Each appliance costs for operation about half as much as the average coal bill for the stove or furnace in which it is to be placed.

4. Your sales territory contains 1,000,000 inhabitants, and it will have its normal growth each year. The city in which you now live is to be your headquarters, as the centre of your territory.

What You Are to Do

With the foregoing data in mind, this is what you are to do:

1. Assuming that your appliance works perfectly and that it is covered by basic patents,

insuring a monopoly for the present, determine how many appliances of the various sizes should be sold in the territory mentioned during the next five years.

2. Determine the progressive rate of sales for each six months' period of the five years, beginning with the sale of 10 appliances a day within one month from today.

3. Fix the selling price, installed, for each size after calculating your overhead—that is, your own office expenses and any other expenses which you decide are necessary.

4. Which method of marketing the appliance, or which combination of methods, should you use? In answering this question, give the number of salesmen you will employ from time to time during the five years. Whatever method you adopt, give full reasons for choosing it, the way you propose to conduct your sales campaign, and the commission, or salary, or discounts allowed to salesmen, jobbers, or retailers.

5. Name the obstacles which you anticipate as likely to arise in marketing the appliance, and how you plan to overcome them.

6. To what faculty or faculties of man's mind will you make your appeal in selling this appliance?

7. What traits of character do you look for in the salesmen you need for this particular specialty?

8. Now write out your program of marketing the burners so as to cover the points outlined in the 7 foregoing paragraphs. This will be your plan of selling, and it should be complete. Get all the facts you can from all possible sources in order to make your report complete and conclusive. Read page 1 again before you begin writing.

An Optional Specialty

If you prefer to substitute some other specialty for the appliance mentioned, you may do so; but you must answer questions concerning it similar to those given in the 8 preceding paragraphs.

The Salesman And His Goods

Showing How to Study the Goods and How to Use This Knowledge in Making a Convincing Selling-Talk

BOOK II

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Lesson 5

Part I
STUDYING THE GOODS

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THE EDGE IN KNOWLEDGE

KNOW yourself, know your goods, know your prospect. That is the price of effective selling. Know how to steer, know your chart and know your port of destination before you take the tiller. It is knowledge that safely guides your craft over the rough seas of business.

No friendly wind is going to *pilot* your ship into the port of profit if you are ignorant of compass, chart, and port. You must know your goods, know the language that will picture the goods, and know the best way to fix the picture in the mind of the prospect.

There is an *edge* in know*ledge* which enables its possessor to cut his way through all opposition. There's a *wedge* in know*ledge* which cleaves asunder every obstacle in the path to attainment. There's a *now* in k*now*ledge which gets action today, for knowledge is proof that tomorrow never arrives.

Selling is governed by a code of rules as strict as the laws of mathematics. It admits no speculation or guessing. Knowledge of the goods is its foundation.

Get your knowledge; *use* your edge, *drive* your wedge,—*now* and every day. Then you'll win.

Part I: The Sales-Process

STUDYING THE GOODS

Chapter I

Knowledge of Goods Is Capital

109. *Business Impossible Without Capital.*—No man would think of starting in business without capital. True, men have founded a business on a "shoe string," which is another way of saying that they had no capital; but they had credit and were able to give security of some sort. Those are the exceptions, and they are very rare, especially under the present-day rules of business. Capital is necessary. It may be machinery, materials, or money.

The salesman's capital is his knowledge of the goods he is to sell. He may be ever so capable; he may be perfectly honest and sincere; he may have a winning personality; he may have goods needed by men, but he must be able to demonstrate the value and serviceableness of the goods or he cannot sell them. That requires knowledge—mental capital. The character of a man may get credit for him when he desires to set up a business for himself, but character will not take the place of knowledge of the goods when it comes to selling them. We are speaking now of *selling,* not *order taking.*

The reason for having capital in setting up a business is that machinery and materials, in addi-

tion to the money for wages and expenses, are absolutely essential if goods are to be manufactured. Or, if it is a retail store that is contemplated, capital is needed to *buy* goods before they can be put on the shelves and sold. The reason why a salesman must have knowledge of his goods is that he must have on the shelves of his mind—in memory—*reasons* why the customer should buy the goods; he must have ideas; he must have images about the goods with which to play upon the imagination of his customer and create desire for the goods. All of this is secured only by getting knowledge of the goods.

Examples: One late April day, when the grass was growing at top speed, a suburbanite discovered that a lawn mower was needed at once. That day he walked into the big hardware store in the city and made his way to the rear, where lawn mowers were drawn up in single file. A young clerk came from behind the counter and said: "Something you want?" (Note the bad opening.) "Yes," replied the suburbanite, "I'm looking for a lawn mower." "Here's a good one," replied the clerk, and he rolled out the one at the head of the line.

"What's it worth?" asked the prospect.

"Nine dollars," was the laconic answer.

"And how much is the next one?"

"That one is twelve dollars," and no further information was offered.

"Why is it worth three dollars more than the first one?" asked the man. "The knives are the same length in both and they look alike to me."

"Oh, it's a better machine," was the senseless reply.

"But, why is it a better machine?" the man persisted.

"It was made in Philadelphia; it's a Philadelphia machine, and they are the best made." The answer was not convincing.

"Well," said the prospect, "what is the third one worth?"

"Fifteen dollars," came the answer, with no further information.

Not to be daunted, the would-be buyer persisted: "Please tell me why it is worth six dollars more than the first one. The knives are the same length."

"Oh, it has higher wheels, don't you see?"

"Yes, I see that the wheels are perhaps an inch higher, but does that make it cut better? Why should the wheels be worth six dollars more than those on the first machine?"

The clerk threw up his hands; and the man who wanted to buy a lawn mower went to another store where he could find out *why* one machine was priced at $9, another at $12, and another at $15, when they all looked alike to him.

"What a stupid clerk," you say. "He ought to have *known* the selling-points in all of those machines." Exactly. But he did *not* know, so he lost a sale. It probably made little difference in his young life; but it made a whole lot of difference to the store, for a prospect was lost, not merely on that one sale but most likely on others.

Incidents like that are happening every day.

They happen in retail stores, and they are common among salesmen on the road selling staples or specialties. Any buyer can testify to that. A whole book could be filled with examples. The hardware clerk is typical. He failed because he did not know enough to *satisfy* the customer. He had no capital of knowledge.

110. *Knowledge of Goods Is Essential for Giving Service.*—The salesman, as you have learned, occupies a strategic position toward the customer; but his commanding position is dependent primarily on knowledge of the goods in every particular. He must certainly know more than the customer. He must be prepared to answer every question which can possibly be asked.

The prospect's sole object in buying is to obtain service. When he buys sugar or flour, he desires its service in nourishing him; in buying a lawn mower, he desires its service in clipping his grass; and when buying a picture or a Victrola, he desires its service in giving him aesthetic pleasure. A retail merchant, laying in stock, expects the service of a money profit when he shall sell again.

Try, if you please, to conceive of any other reason a man could possibly have for buying anything. Even the purchases he intends to give away—the Christmas presents and the objects for charitable distribution—he buys for the service of utility or pleasure which they will render to someone else.

Occasionally, to be sure, a man buys because he wishes his act to benefit the one who sells. He

buys inferior shoe laces and pencils from a legless old soldier on the street; or he buys catnip, though he has no cat, from the blind woman in the park. Still, the number of such transactions is to the other kind as one to ten thousand. They are not, strictly speaking, sales at all; they are charity-giving, very thinly veiled.

In fact, the more closely you study the matter, the more clearly you will see that when it comes to real buying, people buy for the single, unmixed, invariable purpose of *deriving service* from the article they acquire.

If, therefore, you wish to induce any man to purchase a piece of goods, you face the absolute necessity of showing him that the goods will yield him the service he desires. How can you expect to do that unless you know the qualities and "points" of the goods to the last dot? Do not let any stress of circumstances force you to start out before you have mastered a knowledge of your goods, for nothing but failure can attend your efforts. If you do not appreciate your need of all the available information *before* you interview your first customer, you will have no difficulty in grasping that fact *afterward.*

The man who *thinks* he knows it all stands very little chance beside the man who *wants* to know it all.

111. *Modern Concerns Train Their Salesmen.*—In the old days when salesmen were "born," not trained, it was the custom for the sales manager to have a friendly little chat with the new salesman, allot him his territory, hand

him some expense money, and say: "Now, Bill, here are your samples, a price list, and an order book; get busy and send 'em in filled up. We want orders."

Today, every well organized concern trains its salesmen before sending them on the road. That training may cover two days or two months; but, when the men go out, they *know the goods* and they know what *service* the goods will give. It pays the company to give that training and it pays the men to get it. They would fail without it. The company takes no chances in having ignorant men attempt to represent it. Knowledge of the goods is indeed capital. The more you have to meet every emergency, the greater your success.

Knowledge is insurance against failure.

Chapter II

Analyzing the Goods or Proposition

112. *What Analysis Includes.*—Briefly put, analysis covers every bit of knowledge that can be secured about the goods. That is to say, analysis—for our purposes in salesmanship—includes not only the tearing in part or the taking apart of the goods, but also the study of the goods in every conceivable manner and relationship. When you analyze tangible goods, that analysis should cover the kinds and quantity of raw materials which are made up into the goods, the processes of manufacture, the history of the article, its intrinsic value, and its value to the customer in the ser-

vice to be rendered. Broadly speaking, those are the main lines to be followed in making an analysis of *manufactured* goods.

In handling raw products, the analysis would not, of course, cover so much ground; but there is far more knowledge to be had concerning raw products than the average salesman realizes. It is possible for you to become an *expert* in your line by getting all the facts about your goods. In truth, that is the way men become experts; for an expert—an authority—is one who has taken pains to get all the facts in such shape as to make them available to others. Surely, a salesman should be an authority on his own goods if anybody is.

Markham was an expert silk salesman. Other salesmen in the trade said that Markham was the luckiest man that ever handled silk. Here he was, pulling down commissions of around $18,000 a year—more than double the next best man. "He certainly has a *pull* with the buyers," they said. There was no other way for them to account for his phenomenal rise to his enviable position among the stars in the raw silk trade; and nobody was able to dislodge him and get his trade. There was something positively uncanny about it, so they said.

There wasn't. Markham was an *authority* on raw silk, and every mill on his list trusted his judgment absolutely. They undertook the manufacture of no new line, with new combinations of dyes, without first consulting Markham. He had *made* himself an authority through years of painstaking study and analysis. Early in his career he

began to feel that there was something more for him to do than merely carry samples, quote prices, and write down orders. He knew all, apparently, that every other silk salesman knew about silk. But wasn't there something more to be learned? He'd find out.

There then began an investigation which soon carried him into many fields of research. He found it necessary to revive his little knowledge of chemistry and to add to it. He delved into the making of dyes, and their possible combinations on silk of various grades and kinds. He fitted up a laboratory in the attic. Then he put in a hand loom and wove all sorts of things. He made the thread himself, twisting it into numerous combinations, hard and soft. He tried combinations of all the raw silk in the world, and made up varieties of threads, weaves, and colors galore. Many a night he got to bed about 1 a. m.

Naturally, as he discovered things, he began to pass his knowledge along to customers. They soon found that Markham knew more about silk and the weaving and coloring of silk than they did. When he told them that they could do this or that with *his* silk, they found it to be true. They might have done the same things with other silk, to be sure, but there is a streak of gratitude and loyalty in men which makes them stick to the man who gives service. That was the "uncanny" thing about Markham's success; that was the "luck" which placed him in a class alone—knowledge. The *uncanny* part was his willingness to burn midnight oil in getting knowledge, while

other men burned electricity in shuffling a poker deck. He followed Newton's law of action and reaction. Money and authority came to him as the reaction to his effort. Make the effort to get all the facts about your goods and Nature responds with position and power.

The story of Markham is fact; his name only has been changed.

113. *The Method of Technical Analysis.*—It may not be absolutely necessary for a salesman to know all about everything that enters into the manufacture of an article; but there are some articles which the salesman should know from A to Z, including every step of the manufacturing process.

One of the big companies, manufacturing electrical equipment, requires its salesmen to have complete knowledge of the goods from the ground up. Every prospective salesman must first have graduated from a technical school before the company takes him on. He is then given a job as office clerk in a city office of the company, so that he may learn the method of handling goods and orders. In about three months, he is sent to the factory for two months of intensive schooling. Daytimes he spends in the factory studying the manufacturing processes and listening to lectures by foremen and department heads. He takes voluminous notes as he goes along. At night he must master the specially prepared "book stuff" concerning the products which he has seen made

during the day. At the end of his course he must pass a rigid examination.

He is now equipped with absolutely full and exact knowledge about the products which he is to sell. Next, he is put in the field for another two months as "cub" salesman in charge of a senior salesman. From him he learns *how to use* his store of knowledge acquired through technical analysis. If he proves-up as a junior salesman, he is given a regular job as a full-fledged salesman. Having analyzed his goods and their uses, he is capable of analyzing the problems of a customer and can give the necessary advice which will lead to a sale.

Every salesman, representing a manufacturer, should spend sufficient time in the factory to get fully acquainted with the goods in the making. He should carry a note book and gather his data carefully and completely. He should follow some specific order or method in collecting his material. On page 26 is a simple chart which will serve as a method to follow in analyzing manufactured goods. It is given merely as a suggestion of what you should do. You will need to formulate your own chart and make it conform to the goods which you are studying.

In analyzing any article there are a few major facts which must be ascertained, namely:

1. The nature of the article.
2. The purpose of the article.
3. Its structure, materials, and perfection.
4. How made.

5. Where made.
6. Cost of production.
7. Durability.
8. How does it compare with a competing article?
9. What are its chief selling points?
10. Why is it worth the price?

The analysis of some articles may be confined to these points, while other articles will require much more elaborate analysis, as will be indicated in Chapter V. In all cases, the mechanical side of the article (its parts, and the article as a whole) should be studied and analyzed completely and accurately; for in no other way can you become an authority capable of answering every question which may be asked by a prospect. You may lose a sale if you are ignorant of even a minor point; for, being unable to answer that minor question, you raise a doubt in the mind of the prospect about the machine itself. He sometimes interprets your ignorance as evasion, as an effort to cover up a defect. Bear in mind that the mind of a prospect is *convinced* of the value of goods by *reasons* which appeal to his judgment; and judgment wants *facts*. It shies at evasions, half truths, and exaggerations.

Your only safe course is to *get all the facts*. That does not mean that you are to unload all you know upon every prospect. People's needs differ. Use your own judgment in delivering your selling-talk.

Chapter III

Getting the Facts as to History, Value, and Service

114. *Human Appeals in Historical Facts.*—There is a romance in many goods which fill the needs of man. That applies particularly to imported goods, raw products, and manufactured articles with which are associated the lives of interesting personalities, or which are made out of raw products having peculiarities of an interesting nature.

It makes a vast difference in the serviceability of, let us say, a grape fruit, whether it was grown in Florida or California. Pennsylvania hard coal is better for heating purposes than Illinois soft coal. "Carnation Milk" comes "from contented cows" which, in the picture, are shown grazing in green, secluded meadows; this fact proves—or at least seems to prove—the healthfulness of the milk. In short, materials from one source excel in some qualities, materials from another source excel in other qualities. Know where your goods *came from,* then you can emphasize their special points of superiority.

Moreover, if you know the manner of their production—the number of men employed and the cost, difficulty, or danger of obtaining them—you can impress the prospect with an idea of the choiceness and rarity of their service. Who has not congratulated himself on having borax to use, after seeing a picture of twenty mule teams strug-

gling with a load of the precious stuff out of the choking desert?

Your history of the goods will cover not only the story of its manufacture, but also its handling and transportation. A knife, forged by hand, or tempered by certain scientific methods, will hold its edge longer than other knives. Bread made in a "bakery with a thousand windows" and food stuffs put up, "untouched by human hands," are supposed to be purer and more sanitary. Milk pasteurized in the bottles, and meats shipped in refrigerator cars will reach the consumer in better condition.

Review the story of a pair of shoes related in Lesson 1, Section 2. Are there not enough interesting facts in that story to give a salesman, acquainted with them, more selling power? A retail shoe salesman could draw customers to himself personally and hold them to his house by utilizing some of those historic facts; and so could the jobber salesman.

In a New England city there is a jobbing house handling notions and toys exclusively. Its manager began at the bottom as a packer. He had ambitions to go on the road. He worked up from one minor job to another until he became inside salesman. Then the long-looked-for day arrived when he packed his big trunks and hit the road. When selling on the inside, he kept his eyes and ears open and learned that *buttons* were among the lines that produced the heaviest profits. None of the salesmen, however, made a special effort to sell buttons; they merely took orders for them,

counting it almost a favor to the customer to do even that. But this new salesman said to himself: "There are button houses in New York that sell vast quantities of goods; there is extra good profit in buttons, and I'm going to specialize on buttons." So he studied buttons. They became his daily diet—morning, noon, and night. His mates told him to let up on buttons else he'd become a full-grown "nut."

What happened? Only this: that he *sold* buttons, *more* buttons and still MORE buttons. They became a leading line instead of a line carried for accommodation only. As he sold buttons, carrying large profits, his commissions grew apace. Then the boys said he was lucky, for he was made assistant manager and, later on, manager. Can you explain his luck?

Get the facts about the history of your goods, and selling will take on a new interest and, at the same time, yield a new dividend.

115. *Values Hidden in the History of Goods.*—Consult your salesmanship chart in Section 41 and note that the very first element is "Preparing for the Interview." Your fundamental preparation lies in getting all the facts about the goods, particularly the facts which concern the value of the goods—the intrinsic values and the service values to the customer. You will get those facts, not only in analyzing the goods from a technical point of view, but also from their history and everything connected with them. From that sort of study, or analysis, talking points will be secured

and sales, as a rule, must have talking points as prerequisites toward convincing the prospect.

Sometimes, in hunting up the history of goods you discover intrinsic values which make most appealing talking points. The very quality of goods may be wrapped up in the raw product out of which the goods are made. A suit of clothes, for example, may seem high priced at $85, in competition with another suit at $50. Both suits are guaranteed all wool, and the trimmings are about alike in each. You may apply the test for cotton and learn that the suits are, in fact, all wool. If the salesman of the $85 suit is well up on his business, he will tell you that his suit is made of *new long staple* wool, and that the $50 suit is made of short staple wool, or *shoddy* mixed with new wool. Shoddy, to be sure, is wool; but it is reclaimed wool. It is wool which has already done fine service in another suit of clothes. The rag man bought the suit and sold it through the regular channels to the shoddy reclaiming mill. There it was put through a very severe process. The cloth was picked apart, washed, and dyed. New threads were twisted from this short staple wool and they were woven into the $50 suit.

It would be very easy for a salesman to show better values in the $85 suit. There are many kinds of goods where intrinsic values may be dug up in studying their history.

116. *The Potential Service in the Goods.*— When a man considers the purchase of an object, he does not ask the simple question whether it will

yield him service; he asks *how much* service it will yield, and whether the amount is equal to the sum of money the salesman asks for it. You must therefore be able to satisfy him that the price is right; be able to tell him why the object costs what it does. For this you require a full and exact knowledge of the value of the goods.

You must know:

(1) The cost of producing the goods in both their raw and their manufactured states.

(2) The methods of transportation, marketing, etc., what they cost, and how much they add to the desirability of the goods.

(3) How great a supply of the goods is available; for scarcity, as in the case of diamonds, silk, eggs, and so on, helps to create value.

(4) How wide and eager the demand is. Given a limited supply—a dozen eggs, for example—the market value is regulated by the number of people who wish to buy those eggs. If only one person wants them, the value may not exceed ten cents; if a hundred people want them, it may rise to a dollar.

Knowing the history and the value of your goods, you have a sure foundation for your knowledge of their *uses,* or the service to be rendered. Those possible services constitute the branch of knowledge in which you must tirelessly seek proficiency.

In selling cash registers, for example, you should know, as you know your own fingers and

toes, all the various ways in which a cash register will save a merchant time, money, and worry. In selling an automobile, you should know how quickly it will take a man to his office, how cheaply and pleasantly it will convey him over the country roads, how delightfully it will set him up in the estimation of his neighbors.

"What will it *do* for me?" is the eternal question in the mind of your prospect. Your knowledge must be sufficient to show that the article will do *exactly what he wants it to—and more.*

You can sell *no* goods—though you may receive charity, like the old woman with her catnip—unless you know *some* of their possible services; you cannot sell *many* goods, unless you know *many* of the possible services; if you hope to be a real salesman, a great and growing salesman, you will figure out every conceivable kind of service your goods can render to any conceivable type of customer. Study the history of your goods.

Chapter IV

Competitive Goods and Your House

117. *Why Bother With Competitors?*—Some salesmen ignore competitors. When competing goods are mentioned by a prospect, the salesman simply says nothing and goes on with his demonstration. Another salesman will stop long enough to say: "Yes, they make good goods; *but*——." From that point, he turns his prospect's attention right back to his own goods. That is, in most

cases, the safest way. That little word "BUT" can be used effectively to put the skids under an objecting prospect and slide him back to your selling talk. It is your little lieutenant, too, in meeting all kinds of objections, as we shall see when that subject is reached in this course.

There are times, however, when competing goods cannot be ignored. Sometimes a prospect is undecided whether to buy any goods at all. At other times he knows he will buy goods, and the only question in his mind is whether he shall choose your article or another article having the same purpose. On these occasions, it becomes your duty to induce him to take your article in preference. Your only legitimate means of accomplishing this is to assert and demonstrate convincingly that your goods will suit his purpose more perfectly, and return better service. Your only adequate preparation for such a demonstration is knowledge of the competing goods in question.

You must obtain a knowledge of your competitor's goods as soon as they enter the field. This is not for the purpose of disparaging them, not for the purpose of crushing them out, providing they have good qualities; but merely for the purpose of protecting and serving your customers by honestly proving, in the comparison, the superiority of your own goods.

Ideally, the knowledge of your competitor's goods should be co-extensive with the knowledge of your own. Practically, perhaps, you will not have time, and you may not need, to carry your

investigations so far. But be sure, at least, to ascertain every point of superiority and the reasons for it, and every point of inferiority and the reasons for that. Compare his goods with your own, frankly, honestly, unsparingly. The time will be well spent.

In making this study of your competitor's goods, you will seldom be able to visit the places where they are produced. But if there are any facts of special significance under these heads, your buyer or sales manager will probably have them in mind. He can also tell you the value of the goods, the cost of production, and the supply and demand.

In learning the uses or services of the goods, it is well to inspect them personally. Your house will probably have a sample; if it has none, you should buy one—providing it isn't too large—or confer with a person who has used the article, and learn every experience he has had with it—good and bad. Other salesmen, who have met with the same article in competition, will, if drawn into conversation, add still more to your fund of knowledge about it.

Your competitor's house has as much to do with his methods and his ability to sell as your house has to do with yours. Therefore, anything you can learn about his house—its history, size, output, treatment of employes, business policy, and so on—will assist you in overcoming his competition. Most information of this sort will probably come through your manager or other members of your firm, or through the gossip of your customers.

Be careful, however, to accept no report that does not have an authentic source.

118. *Know Your House.*—If it is necessary for the salesman to know his competitors—their policies and character—it is much more essential for him to know his own house. In fact, of importance almost equal to that of the knowledge of your goods is the knowledge of your house. Learn its history; its age; the methods by which it built up its success; the genius and struggles of the founder or owner; the record of its fair and confidence-winning relations with the public. Learn the size of the house; the number of people employed; the daily and annual volume of business; the number of customers. Learn whether it employs children or adults, union men or non-union men; the condition of the building, and precautions taken to make the work healthful; the rates of payment, whether high or low; the amount of welfare work it does; and how it treats employes who have grown old, or been injured in service.

All these facts will assist, directly or indirectly, in establishing the service-giving character of your goods. Multitudes of people, for example, buy articles because the maker or distributor was once a poor boy on a farm; they assume that since he has risen to the top he must be a sterling character, and that his goods, therefore, are also sterling. If a million people are using Gold Medal Flour daily you have in that one fact a proof of its satisfactory service which no prospect, however skeptical, can gainsay. The fact that the employes of

a house are well treated gives to a large—and rapidly growing—number of buyers, an added satisfaction in the goods of that house.

Again, it is most important to know the *policies of your house*. In the course of your work you will, for example, encounter customers who demand special prices or accommodations. Your house may be operating on a policy of conservatism, and prefer not to grant such requests; and yet, under certain conditions, it might see its way clear to grant them. In most cases you will not be able to communicate with the house and obtain its advice, but will find it necessary to decide immediately, on your own volition.

Therefore, acquaint yourself with the policies of the house so well that you can act unfailingly as its trustworthy representative, and at the same time give the utmost consideration to the rights and feelings of your customer. What type of customer, for example, does it prefer to deal with? How large a bill will it sanction? How heavy a risk is it willing to run? What means does it use in establishing credits?

You can acquire knowledge of your house from members of the firm, the credit man, the sales manager, or other salesmen. Be particularly careful to form close relations with the credit man. He determines whether the goods you order shall be shipped. Make known to him your viewpoint, learn his, and you will then be prepared to solve any credit problems that may arise.

Chapter V

Charting the Essential Facts

119. *Where to Get Your Knowledge of Goods.*—No matter how much knowledge you get, it is of little use unless you retain it in convenient form. How, then, shall you get knowledge of the goods?

1. By visiting the factory or the source of supply. A bond salesman, for example, should visit the plant the bonds of which he is to sell. A clothing salesman should inspect a woolen mill. A salesman who handles canned goods should go through the cannery the goods of which he sells.

2. By interviews with business superiors who have delved deep into the subject, and by quizzing anyone who knows anything about the goods.

3. By independent reading. Your house will furnish you with all the information in its possession. Trade journals specialize in your subject, perhaps. Read them. The public library has books that will give you a wealth of information.

4. Pick up information everywhere and at all times. The keenly alive salesman is adding to his store of knowledge every day. He becomes a veritable sponge, absorbing useful facts about his goods from every possible angle.

120. *What to Do with Your Knowledge.*— The mere getting of facts is valueless unless you classify them for use. Carry a note book in your pocket and jot down in it everything you pick up about your goods. Keep a scrap book for clippings, advertisements, and other large printed matter. Develop a card index system in which to classify all your facts obtained in the ways mentioned; but don't let it fall into disuse. Don't let material pile up until you get discouraged and drop the whole plan. Don't trust memory, write down your facts.

Now put your knowledge into concrete shape. Build up a chart of your goods and everything pertaining to them. Here are two charts as models. The first one, under Section 121, is a short chart which may be expanded to suit your needs. The second one, under Section 122, is taken from "The Selling Process," by Norval A. Hawkins, who for twelve years was Sales Director for the Ford Motor Car Company. Mr. Hawkins has given us permission to pass this chart on to you and you will find it unusually suggestive and valuable.

Knowledge of the goods *alone* is valueless. You may be brim full of facts about goods and still be unable to sell them. You must put your knowledge into a selling talk. Lesson 6 will show you how to do that.

121. *A Simple Chart for Tabulating Knowledge of Goods.*—

Your Goods and Proposition	History	Source of materials. Manner of production. Manufacture. Handling and transportation
	Value	Cost of production. Cost of transport'n and handling. Supply. Demand.
	Uses	All possible services.
Your House	History	Age. Causes of growth. Story of founder or owner.
	Business	Size of plant. Daily and yearly output. Number employed. Number of customers.
	Welfare	Child or adult labor. Union or non-union labor. Condition of plant. Wage scale. Treatment of employes.
	Selling Policies	Preferred type of customer. Attitude toward risks. How credits are established.
Competitor's Goods, etc.	As above.	As above.
Competitor's House	As above.	As above.

122. *The Hawkins Chart for Knowledge of Goods.*—

A. Primal Knowledge.

I. Production of goods.

1. *History of goods.*
2. *Materials used.*
   a. Quality.
   b. Durability.
   c. Cost.
3. *Production methods.*
   a. Basic steps in process of making.
   b. Detailed steps in manufacturing.
4. *Industrial conditions under which goods are made*
   a. Factory.
      (1) Size.
      (2) Types of machinery equipment.
      (3) Grade of workers.
      (4) Quality of workmanship.
      (5) Attention given in supervision.
      (6) Prevention of defects.
      (7) Elimination of defective goods.
      (8) Tests of completed goods as to:
         (a) Size, correct dimensions, weight.
         (b) Form.
         (c) Quality of material.
         (d) Purity of material.
         (e) Hardness or softness.
         (f) Endurance, wear, strain.
         (g) Texture of product.
5. *Social-industrial conditions under which goods are produced.*
   a. Sanitary conditions.
   b. Health of employes.
   c. Air, light, and heat.
   d. Protection against accident.
   e. Attitude of employes toward employer.
   f. Attitude of employer toward workers.
   g. Pay of workmen.
   h. Rest periods—insuring quality and care in work.

II. Policies of house producing goods.

1. *In creating product.*
   a. Purpose.

(1) As to type of product.
  (a) To meet necessity need.
  (b) To meet utility need.
  (c) To meet pleasure need.
  (d) To meet luxury need.
  (e) To meet two or more of these needs.

(2) As to sale of product.
  (a) Limited to small class of buyers.
  (b) Made for largest number of buyers possible.

(3) As to re-sale.
  (a) A product quickly consumed, hence soon required again.
  (b) A product intended for long service.

2. *In manufacturing product.*

a. As to materials.
  (1) Best, or cheapest consistent with selling price.
  (2) Expert, or ordinary selection of material used.
  (3) Supply of raw materials on hand.

b. As to expenditures.
  (1) Factory—willingness or reluctance to make it perfect work shop.

  (2) Labor.
    (a) Best grade—at good pay.
    (b) Medium or poor—at small pay.
    (c) Hours of work.
    (d) Policy as to strikes, walkouts, etc.
  (3) Cooperative profit sharing or not.

c. As to growth.
  (1) Plans merely to hold trade.
  (2) Plans to extend production and sales.
    (a) Slightly or slowly.
    (b) Greatly or fast.

d. As to supply of product.
  (1) Hand to mouth—over-conservative.
  (2) Keeping production up to likely demand.

3. *In financing.*

a. How was business financed originally?

b. Did sales of the product, with profits
  (1) Meet money needs of growth, or
  (2) Was business extended by means of additional capital, loans, etc.?

c. Financial reputation of men at head of house.

4. *In man-organization.*
   a. Type of executives directing house.
   b. Permanency of these men in their positions.
   c. Higher positions filled by
      (1) Advancement of men developed in the house, or
      (2) Hiring of new men from outside.
   d. Cooperation of departments.

5. *In distribution.*
   a. Selling force and selling contracts.
      (1) Type of sales manager.
      (2) Type of fellow-salesmen.
      (3) Aids to salesman.
         (a) Wise analysis of territory.
            x. Conditions in territory.
               1—Industrial.
               2—Financial.
            y. Class and occupation of prospects.
            z. Records of previous sales and results therefrom
         (b) Allotment of territory.
         (c) Estimate of sales that should be made.
      (4) Advertising.
      (5) Training of salesmen.
         (a) Salesmanship classes.
         (b) Salesmanship clubs.
         (c) Salesmanship bulletins.
      (6) Compensation of salesmen.
   b. Goods.
      (1) Type of contract given to purchaser.
         (a) Price.
         (b) Terms.
         (c) Credit.
      (2) Transportation of goods to purchaser.
         (a) Cost.
         (b) Time required.
      (3) Deliveries.
         (a) Prompt.
         (b) Delayed.

B. Secondary Knowledge.

I. Type of line.

1. Staples.
2. Novelty.
3. Single.
4. Multiple.

II. Value of goods.

1. *In money.*
   a. Cost to house.
   b. Selling price.
   c. Money value to customer.
2. *In service.*
   a. Primary uses.
   b. Secondary uses.
   c. Efficiency.
   d. Equipment.
   e. Pleasure values.
      (a) To buyer.
      (b) To buyer's family.
      (c) Social effect.
      (d) Community effect.
   f. Service opinions of others, from their actual experience with goods.

III. Details of goods (minute study).

1. Sizes.
2. Colors.
3. Shapes.
4. Styles.
5. Qualities.

C. Similar Knowledge of Goods of Principal Competitors.

Seven Ways to Arrange Knowledge

1. On basis of succession of facts.
2. On basis of cumulation of points.
3. On basis of selection of strong points.
4. On basis of adaptation to buyer's need, motives, or hobby.
5. On basis of comparison with other facts known to buyer.
6. On basis of contrast with other facts known to buyer.
7. On basis of associating facts with some personality of the house—such as the owner of the business.

Part II: The Salesman

GETTING THE FACTS

Chapter I

Guessing Is Gambling; Good Business Is Built on Knowledge

123. *Play According to Rules.*—Every man in business takes risks. He has to take them or else stay out of business and become a hermit. Life itself is full of risks, in the sense that we do not know what is going to happen tomorrow. The farmer plants his fields; he risks his seed by putting it in the ground. He is justified in expecting a crop, because experience has taught him that the summers will average about the same during a series of years. Once in a while there will be a drought or a hail storm that will lessen his crop, or maybe ruin it. But, on the whole, he plants his seed with fair assurance of having a good crop. He is not gambling; he knows what to expect, and he gives Nature a fair chance by playing according to her rules.

The retailer takes a risk every time he buys garments. They may not sell; the style may not attract. But he can work them off at a special sale and recoup himself for the actual outlay of cash. Or if there is actual loss, he will make it up on more popular goods. His judgment of styles and the wants of people are so accurate, however, that he seldom falls down in buying.

He has won his knowledge through experience. He takes risks, of course, but they are based on the law of averages and losses are reduced to the minimum.

A traveler in the great corn belt of the West was amazed at the big piles of corncobs to be seen everywhere. Remembering that he had paid 25c for a corncob pipe back home in Jersey, he wrote to an Eastern pipe manufacturer and asked what he would give for corncobs. Back came the reply: "Two cents each, if they are in condition for our use." The traveler went out and bought a carload of cobs at about twenty for a cent and shipped them East. About the time he expected a check for $1,000, he received a telegram from the manufacturer saying:

"Carload of cobs received. None are large enough for use. Am sending you a ring for measuring cobs. We use only those which cannot pass through it."

The would-be salesman lost the freight which he had prepaid on the cobs. He went it blindly. He merely *guessed* that the cobs which he bought were the kind of cobs used in making pipes. He did not think about size. The joke of it was that, when he went back to the farmer and told of his loss, the farmer said: "If you had let me know what you intended doing with the cobs, I would have told you that all of the big ones had already been shipped East to pipe manufacturers."

It may still be true that there's an "easy mark" born every minute, and that some salesmen are out after them every second; therefore, the less

such salesmen know about the goods the better for them and the house. The only trouble about that theory is that even "easy marks" get wisdom from experience and you can't get repeat orders from them. If a house evinces unwillingness to let you have full knowledge about the goods, better find other goods to sell. One of the cardinal requisites for genuinely successful selling is *confidence* in the goods, and you cannot have confidence in a thing unless you *know* its merits, and its demerits as well.

Gamblers have no rules; nor are there any in a game of guessing. If you guess right, well and good; but you may not have a 50-50 chance of being right. If you are only 50 per cent right in your business guesses, you will have to close shop. The first rule of good business is to know—not to guess; and that must be the rule for the salesman to follow with respect to his goods. Ignorance is a crime of omission. Ignorance cuts down personal value and, therefore, lessens earning power. The possession of knowledge of the goods is indeed power, which, when utilized properly, reacts as profit for service rendered.

124. *Making the Future Secure.*—A great leader in business once said, "Every man will win who is right in his judgment *six* times out of *ten.*" That is further illuminated by his additional remark: "Most men are wrong *eight* times out of *ten* and, as success comes from competing with other men, the man who is right six times out of ten has 200 per cent advantage over the average

man he meets." What a fearful handicap the man is under who is ignorant of all that his goods are in themselves and the service they will render! Knowledge of all the facts about goods awakens power to *get attention* as well as ability to make a sale.

Take, for example, two new salesmen handling the same adding machine. After having been shown how to operate the machine, each is thrown on his own resources in putting across a sale.

The first salesman introduces himself to the prospect thus: "Mr. Prospect, my name is Ball and I represent the Sureadd company. We are introducing a new adding machine, guaranteed perfect in construction. It is the smallest machine made and is absolutely accurate. . . ." How soon do you suppose it will be before the prospect says: "We are not in the market for an adding machine. Excuse me, I'm very busy."

The second salesman approaches his prospect in somewhat this fashion: "Mr. Prospect, I take it, that, like all other burdened executives, you are ever on the lookout for ways of making money or saving money, which is the same as making it; am I right?"

"Surest thing, you know, what's the idea?" retorts the prospect.

"Just this, suppose you could save a minimum of one thousand dollars a year in your office expenses, without any cost to you whatever, would that interest you?"

"Well, would it?" the prospect fires back. "I

guess it would. What have you got up your sleeve? Sit down and tell me about it."

The salesman sits down and proceeds to show him how his adding machine in the office will dispose of one bookkeeper at least, whose salary is $1500 a year. The machine costs $500, leaving a clear profit the first year of $1,000 and, thereafter, $1500 a year.

Some difference in the two approaches, isn't there? Full and exact knowledge of the goods and the service the machine would render made one salesman a success and the lack of that knowledge made the other a failure. The one man was more than 60 per cent right while the handicap of the other man was more than 200 per cent—it was complete failure.

You make your own future secure; you *insure* yourself against failure by getting all the facts about your proposition and by using them according to the rules of the game of achievement.

Chapter II

Cultivate the Analytic Habit

125. *Break the Rock and Take the Jewel.*—Nature conceals her most precious riches; man must put forth effort to gain them. The costliest thing on earth is radium. The state of New York has recently purchased two and a quarter grams of that precious substance, and paid $250,000 for it. An ounce of gold is worth $20.57. A little more than one-twelfth of an ounce of radium is

worth a quarter of a million dollars in gold. Radium is extracted from carnotite ore, and 450 tons, or 21 freight-car loads, were necessary to produce the 2¼ grams of radium worth $250,000.

Those Brazilian miners, mentioned in another lesson, did not know the value of the stones which they used as counters in playing cards. Great labor and much scientific calculation and care are necessary to cut away the exterior and reveal the facets of a diamond. A block of marble is just a piece of stone to most of us; but the sculptor, with thousands of blows from a mallet and chisel, cuts away the exterior and reveals the perfect form of a beautiful statue.

The salesman who has cultivated the analytic habit becomes an artist. He finds jewels of serviceable features to display to his prospect. The salesman who merely displays the exterior—the uncut stone *containing* a diamond—of his proposition misses the reward which comes to him who, himself, *cuts under* the surface for the wealth concealed. Every effort in that direction brings its recompense.

126. *There Are Always Distinctive Selling-Points.*—H. J. Barrett, in his very interesting book, "How to Sell More Goods," tells this story which he got from a salesman: " 'If you can't find exclusive talking-points for your product, make 'em,' said a sales manager. 'A few years ago, when I joined this concern, I was told that I'd have to sell our line, plate and window glass, on personality exclusively.

" 'There's a selling pool in this city and we are members of it. Our product comes from the same factories as our competitors; our prices and terms are the same. It's up to the salesman's personality to sell the goods.

" 'I'd never been confronted by such a situation before and I didn't like it. The idea of selling without talking-points was a new one on me. I put in a few weeks getting solid in my territory, and then began to devote some thought to ways and means of getting a drop on our competitors.

" 'I found that one great trouble in the business was breakage during shipment. Even though the transportation companies could be held responsible, often a builder was put to great expense because of delay in securing new panes of glass. One day I fell into conversation with a friend of mine, an efficiency engineer, and I told him about our difficulty. He outlined a new method of bracing packing cases by means of which greater safety was secured. I took it up with our shipping department and the change in packing was effected, resulting in considerable reduction in breakage. Here was one talking point, anyway, which our entire sales force was soon employing successfully.

" 'I then did some more thinking. Since price and quality were excluded, and having settled the factor of safety in shipments, there was nothing left but the question of speed in filling orders. We dug into the office routine thoroughly, with the result that, by using the 'phone more and mes-

sengers less, we cut down the average time of filling orders 30 per cent.

" 'We played this up in a broadside, giving exact figures from tests of deliveries, and circularized the trade. Our salesmen, also, took pains to explain the matter in detail to customers. It made a deep dent; so much so that we became known as the house which insured speed and safety.' "

That sales manager had the analytic spirit. He dug into two undeveloped fields which had never been touched and found exclusive selling-points for a product which had none before. Careful and thorough analysis will reveal exclusive talking points for almost any article of merchandise.

The power to dig in and get the facts depends on your forming the habit of analyzing everything. It is a habit which will save you from many mistakes of judgment. It will prevent bad investments and money losses. It will help you to hold an open mind, ever seeking facts and the truth. The habit of analyzing things and impressions and ideas will destroy prejudice; and prejudice is a negative trait which throttles good judgment.

It is good practice for you to take up something definite each day, or at least once a week, and analyze it. Take a short story and reduce it to its simplest terms, then, chart your results. By all means make fresh analyses of your goods from time to time. Something new will open to you—a new talking-point, maybe, or a new light on the service to be rendered.

Chapter III

Know Your House and Be Loyal

127. *The Salesman Is a Partner in the House.* As a duty to himself, a man should choose the house he wants to represent as carefully as he chooses his wife. One of the discouraging features connected with the marketing of goods is the high rate of mortality among salesmen. Men change from one house to another all too easily and carelessly. Sales managers are on the hunt continuously for additions to their forces, and salesmen are on the lookout for other connections. The problem of getting and holding salesmen is almost as vexatious, in some lines, as it is with housewives in securing servants for the home. The fault lies in many cases with the house itself or the sales manager, but more frequently it lies with the salesman.

Salesmen are proverbially temperamental, which is a big word that includes many negative attributes. Selling one article or one line day after day palls on many men. They get tired of the very goods they handle; and, naturally so, if they have not learned to love the goods. Some salesmen are super-sensitive and self-conscious, and lack the spirit of unity with the house. All of these difficulties may be overcome if you select your house with care, and, having once made a choice, tie up with the house in a spirit of genuine copartnership, determined to give to it and the goods every ounce of ability which you possess, in

complete loyalty to the house, the goods, and yourself.

Here, again, you will need to analyze, not only the goods, but the house itself. Every house worth serving has well defined policies; it has ideals which it is earnestly trying to reach and live up to; it also has a history which is largely wrapped up in the biographies of the men who have been or still are connected with it in executive and sales capacities. Be it remembered that the house is in business to sell goods. No matter what the nature of the concern—manufacturing, jobbing, or retailing—it exists for *one purpose* and that is to sell its goods. The sales end of the business, therefore, is the vital end of the business and all other departments exist for that one end—the marketing of goods in the best way possible to secure and hold customers.

Choose, then, your connection only after you have looked up its record as carefully as it will probably look up yours. It is a real partnership you are forming and you should know your partner and determine to harmonize yourself completely with it.

128. *Cooperate with Your House.*—That means working with its policies and aims wholeheartedly. You cannot, however, cooperate intelligently unless you know what you are cooperating with. That necessitates, as has been said, getting full information about the house. Most sales managers furnish that information. Some impart it in talks with the salesmen, others supply

it in printed or typewritten form. If it is not supplied voluntarily, get it yourself. It will save many misunderstandings and will tend to make the job permanent.

One of the big rubber companies has the right attitude in this respect. Here is what its sales manager says about it:

"The ability to get salesmen to understand that everything and everybody connected with our organization has some bearing on the service rendered the public is the secret of our sales success. The first thing, then, which we do is to show the salesmen how vigorously we are going after the task of building value into the products. To emphasize this we take them through everything we do.

"Our business is divided into three general divisions: finance, production, and distribution. It is really important that salesmen understand what bearing each of these departments has on the service which we are trying to render the public. Many salesmen do not consider that the financial department has any bearing on the service rendered the public, when, in reality, it has a very important bearing.

"Assuming that we have proper financing, we next take up the manufacturing or factory department, which is subdivided into six major divisions: engineering, materials, development, personnel, cost accounting, and production. In grounding the salesmen in the facts about these divisions of manufacturing our purpose is to impress upon

them the bearing every department has on the value going into our product.

"The point I wish to bring out is that, if the salesman would become an efficient distributor, he must understand how, in each of these factors, we do the best we can to build the biggest possible value into the product, to the end that every customer may be rendered the highest type of service possible. When the factory has done its part, it is up to the salesmen to make that value of the goods completely available to the largest possible number of people. Therefore we point out to our men that we are of no service to anyone unless they let the people know that our products are available—let the public know what potential usefulness our products contain."

Here, then, are stated very briefly your own problems as a salesman with any house. You must get full knowledge of all its departments and of the spirit of the house—the policies and ideals of the organization. You will understand its manufacturing and marketing problems only as you study those subjects mentioned in Lesson 1. Select your house because it meets your idea of the kind of house you can serve best and because its goods are the sort of goods you would like to handle. Then cooperate whole-heartedly.

129. *Be Loyal or Quit.*—When a man reaches the point where he no longer has confidence in the house he works for, he should quit. When he ceases to have confidence in his goods, he should stop trying to sell them. There is no other way

for an honest man to act. So long as you remain with a house you are under obligation to be loyal to it, to uphold its policies, to carry out its purposes. The house sets you up in business and furnishes you the goods and an opportunity to make a living and more. Common everyday self-respect requires you to give to the house the best you have in you—loyal, whole-hearted service. This does not mean that you surrender your own mind and independence; it does mean, however, that you are simply to be thoroughly faithful, and all that is implied in the word, LOYAL.

Chapter IV

How Goods Influence Your Character

130. *Goods Have Individuality Which Carries Influence.*—We acknowledge, quite readily, that one person may influence another for good or evil. That influence is exercised either by speech, or action, or both combined. For this reason, among others, a salesman should use intelligent discrimination in choosing the house he is to serve. He should acquaint himself with the character of the house, for every business concern has a character as distinctive as an individual. The character of the house is a composite of the characters of all who are employed by it, and its standard of character is established by those at its head.

It is easy enough for us to understand how individuals, with whom we associate, affect or influence us and help form our characters. It is also

not difficult for us to appreciate the influence which the combined characters in a business concern would have upon us as employes. But we may, in thinking of it for the first time, wonder how *goods* can influence us in any way whatsoever. They do; for the things we like or dislike, when we have to handle them day after day, affect our thinking and our feelings.

Talk with a dozen men and say to each, "How do you like your job?" One or more will reply, "I hate it." There may be a very good reason for that reply. The job may not be suited to the man, or the environment may be distasteful, or the salary may not be sufficient, and he blames it on the job—so he hates it. Many a salesman has reached that point of dislike for his goods. One man says, "I hate shoes. I am tired of selling them. I want to handle something else." A brilliant young chap was taken on by a manufacturing jeweler as salesman. He made good—unusually good. He was persuaded to transfer himself to a financial house, selling bonds. After six months he threw up the job, saying, "I hate bonds and I can't sell them."

Perhaps it may be argued that his *inability to sell* bonds caused him to hate them. No, he really could sell them and did sell in fair amount; but there was something about bonds that affected him in a very different way from the influence which jewelry had upon him.

Goods do, in truth, have individuality and that individuality influences or affects some of the emotions in man. Read the retail advertisements in

the daily papers closely for a month and you will discover statements like these: "Our garments have a *distinctive style*," "*Quality* is marked in these hats," "There's an *individuality* about this dresser which sets it apart," "A chandelier of *dignity*." "*Graceful* of line—correctly *proportioned*—perfectly *balanced*—instantly *responsive*—easy of *control*" is the manner of describing one of the higher grade automobiles. The quotations could be extended indefinitely. The point is that dealers attribute to goods, qualities and characteristics which belong to men and women. They attach individuality to goods. They even personify some goods and attach to them qualities which belong to humans only.

131. *How Do Goods Influence Salesmen?*—The short answer is that goods affect that within us which responds harmoniously or rebels in discord. A salesman is affected by goods in somewhat the same way that we are affected by individuals whom we meet for the first time. Meet one man and immediately thereafter you say, "I don't like him." Just why you dislike him, you cannot explain. The fact is something *flows* from him to you; for that is the significance of the word *influence*. Goods—some kinds of goods, at any rate—exercise a beneficial effect on those who handle them, while the same goods wield an unhappy influence over others who are associated with them.

Example: It is now known quite definitely that colors affect people in different ways. Mrs. B.,

the wife of a wealthy man, was subject to mental disturbances at intervals more or less regular. At such times, it was found by her doctor that a trip to a health resort seemed to be the only remedy. She would return to her home apparently cured, only to relapse into her nervous state in two or three months. Finally, another physician was called in. He examined not only the woman but also the home and its furnishings. He then ordered the *red* paper on the dining room walls to be removed and a *neutral* tint substituted. Mrs. B. thereafter had no nervous break-down.

Individuals who are highly sensitive to color are easily affected for good or ill by colors, in some cases being exhilarated and in others depressed. Sounds also exert similar influences. Columbia University now offers a course to musicians, which enables them to utilize music in alleviating mental disorders by the kind of music played.

How does color exert helpful or hurtful influence? Because of the rate of vibrations or waves of light reflected from the surface of the colored object—the length of the vibrations varying with the color. Slow or long waves affect the individual in one way, and rapid or short vibrations produce another effect. A good example of the effect of light waves is found in the sensitized plate of a camera. The red waves of an object affect the film very little, leaving clear glass when the plate is developed. Light blue and white waves affect the film distinctly, making a black negative when it is developed.

Bearing in mind that the brain is a mass of sensitized plates (so to speak), you can now begin to understand how a salesman may be affected by his goods. "But," you say, "I can understand how colors affect me; what about *goods* that are not colored very much?"

Hold in your hand a compass. One end of the needle points north, does it not? Now bring the compass toward the steam radiator in your room. What happens? The north end of the needle turns *toward the radiator*. Why? Then take another compass and move the north end of its needle toward the north end of the other compass. What happens? The two ends fly apart; they *repel* each other. Now bring the south end of one needle toward the north end of the other and they *attract* each other. Something evidently *flows from* each end of those needles, making like ends repel each other and unlike ends attract each other.

Everything in nature sends out waves or vibrations, which are expressions of its molecular character, and those vibrations affect in some way the man who handles the articles. The more sensitive the man, the more noticeable the influence of the article is upon him.

Take your house key, for example, and lay it on the polished surface of a metal plate for a few minutes. On removing it, you see no impression of the key. Now heat the plate and a clean cut image of the key instantly appears. Lay the plate away for a year and reheat it. Once more the

image of the key will stand out. What *passed out* of the key and *into* the plate to leave that image? We don't know, but we do know that something from the key must have affected the plate to make that impression.

Goods of every kind do affect you. Some men *seem* not to be affected, others are and do not know what the trouble is. Here is the rule, then, if you want best results in selling: Select the goods which *appeal* to you most in color, form, and quality. One man can sell iron goods successfully, another would fail in handling them. One man makes a splendid success with dry goods, another is a failure. Much of the failure in selling, other things being equal, is due to handling the *wrong* article. It does *not harmonize* with the man's *inherent* nature.

Analyze your own reactions toward the house and the goods before accepting a job and you will pave the way for higher and more permanent success.

Chapter V

Be Fair to Competitors

132. *Fairness Is Good Business Policy.*—Business has been passing through an era of fierce competition. The natural tendency of competition is for the strong to kill off the weak, either by fair means or foul—usually the latter. Hundreds of small, individually owned plants have been driven out of existence through bankruptcy because of

cut-price competition, inaugurated by larger concerns—corporations; or else have been absorbed by the corporation at its own price. The system became so vicious that the Government was forced to pass laws to restrain unfair competition. Formerly the big buyer, or the favored buyer, could get better prices on an article than the small buyer. If the discounts themselves were not made larger to the favored one, it was the usual practice to throw in, say, an extra gross of an article if he bought one hundred gross.

Now, however, even a salesman subjects himself to criminal action if he discriminates between customers; he may not give presents of a personal nature except, perhaps, a box of cigars. A different attitude and atmosphere have now come into business in regard to competition. Men are realizing that this is a big world and that there is room enough in it for everybody; and that a little store is as much entitled to live and grow and prosper as a big concern. We have learned even more. It is now readily conceded that "competition is the life of trade," for it incites to better production and cheaper goods. The inventive faculties of man are spurred to the utmost in order to devise better ways of making and selling goods.

We have learned that fairness to a competitor is infinitely more profitable in the long run than unfairness—than injustice; for that is what unfairness is. It actually pays to be fair, which is the same thing as putting the Golden Rule into business. That rule, by the way, is not *true* merely

because a Master of wisdom enunciated it; it is true because it is *grounded* in the constitution of man; it is and always has been a law of life. That is why it was re-stated 2,000 years ago. Then it was promptly ignored by the business world until now. We have had to learn that it actually *pays to be fair* to the other fellow in business, and that it is even wise to be generous as well as just.

Within the past quarter-century, competitors have come together in *cooperation* for mutual good. Every distinct line of manufacturing and selling has its National Association, the distinct purpose of which is to discuss in an annual convention and through its publications better ways of doing business. The members pass on to each other any new methods which have proved effective, and cooperate in making conditions of trade better in every respect.

We have several cases on record where a manufacturer sent instructors from his plant to show a competitor how to improve his product. There are, also, any number of instances of cooperation in training salesmen. In one city, for example, the proprietors of the dozen or more large print shops assembled their salesmen in a common group to study salesmanship together. Then it was up to the best men to get the orders.

It no longer pays to *knock* a competitor, or to lie about him. As a rule, keep silent about him unless it becomes necessary to compare goods. Then make an honest comparison, bringing out the distinctive merits of your own. Be fair and you will get fairness. The law of action and

equal reaction always works. You get back with interest what you give out.

Get the facts, then, about the goods before you decide to sell them and save yourself failure. Get the facts about the house you have under consideration and save yourself heartache and frequent changes. Get all the facts about the goods you are selling and avoid the loss of a sale because you did not know quite enough. Get the facts about your competitors' goods so that you may make fair and just comparisons when absolutely necessary. Get the facts about everything concerning which you must pronounce judgment and so avoid prejudice, partiality, and injustice. Know, don't guess; in that way only will you become a man of authority and wisdom.

Questions for You to Answer

1. Why is knowledge of goods comparable to capital in business?
2. What does analysis of goods include?
3. What is meant by "technical" analysis?
4. Name the ten major facts to be ascertained about goods.
5. What are the advantages in getting historical facts about goods?
6. Why is knowledge of all the services which goods can render essential in selling?
7. What should you know about competitors' goods?
8. How far should your analysis of your house extend?
9. What is the value of charting your knowledge?
10. Have you studied the Hawkins chart?
11. What is the difference between guessing and taking a normal business risk?
12. What is the main point brought out in the story of the glass salesman?
13. Frame a definition of loyalty that will include your full relationship to your house.
14. Name all the ways you can in which goods influence a salesman.
15. How does fairness to a customer pay?

Lesson 6

Part I
BUILDING THE SELLING-TALK

Part II
EDUCATION NEVER ENDS

Part I: The Sales-Process

BUILDING THE SELLING-TALK

Chapter I

Primary Purposes of a Selling-Talk

133. *The Selling-Talk Is to Uncover a Need for the Goods.*—If it were possible for the manufacturer, the jobber, and the retailer to get their goods into the hands of the consumer without salesmen, there would be no salesmen. Some goods are sold, it is true, without salesmen. Mail-order houses use a catalog in selling their merchandise; but the catalog is full of selling-talks. Moreover, the individual who orders from a catalog usually *wants* the goods and utilizes the catalog to ascertain the price, although the pictures and the descriptions excite desire for goods probably not in mind when the catalog was ordered. The description and the pictures constitute a selling-talk, and both are cleverly arranged for the purpose of creating interest in the goods and desire for them.

Some concerns depend on direct-by-mail selling through follow-up letters and other forms of printed matter calculated to create desire and "pull" an order. The series of follow-up letters are formulated to intensify interest until some one of the letters will crystallize the desire into action —an order. They form a series of short selling-talks. In some cases they extend over a period of

a year. If the receiver of such a letter has no need for the goods, or the need cannot be uncovered and intensified, he will not buy. In each case—catalog or follow-up letter—the purpose is to *uncover a need,* either already recognized by the prospect or latent and susceptible of uncovering.

The retail store is in a somewhat similar position to that of the mail-order house; customers visit the store because they *want* something. Advertising has brought many of them there. It awakened interest, and possibly desire; and in many cases determination to buy, provided the goods appeal to the prospect after they are seen. The retail clerk has it in his power to intensify interest and effect a sale. He may go a step further and show goods which the prospect did not come to see, and may make a sale. In either case he has an opportunity to show real salesmanship; but he cannot be a salesman unless he develops a selling-talk.

The manufacturer's salesman, the jobber salesman and the specialty salesman are the ones most vitally interested in preparing a selling-talk. Salesmen in these departments of marketing are absolutely essential, for the goods must be *shown* to a prospect and a demonstration given. Indeed, customers must be hunted for, regularly and systematically. Every concern must find new customers continuously, else they will eventually go out of business. Men are needed, therefore, to find the new customers and to uncover their needs —to convince them that they really need the

goods. One primary purpose of a selling-talk, then, is to *uncover the need* of a prospect. That may be done with a catalog, a letter, or by direct personal selling. The latter is the surest way.

134. *The Selling-Talk Is to Convince the Prospect.*—Merely uncovering a need is not sufficient. Your selling-talk must *convince* the prospect that your goods *fit* his need, and that he should satisfy the need by giving you an order for the goods. It may be very much more difficult to convince a man that *your* goods should be bought than it is to show him the need for goods *like* yours. A man, for example, may readily acknowledge the need of a check protector, but to convince him that *yours* is the one for him to buy is another matter. A salesman may succeed admirably in creating interest in the whole *class* of goods such as he carries, but fail utterly in convincing the prospect that he should buy *now* and buy the goods which he, the salesman, is demonstrating. That requires a sales-talk framed to do that very thing. It must contain elements calculated to convince and to get favorable decision. If the selling-talk does not contain those elements, it will fail—there will be no order.

135. *The Selling-Talk Is to Get Favorable Action.*—The one and only purpose of a selling-talk is to get the order. In fact, the only reason for having a salesman is to add his personal powers of persuasion to the cold words of a selling-talk and thereby get a larger number of orders than can be secured by mail. All that a salesman

says to a prospect can be printed in a circular, or typed in a letter and mailed to the prospect; but the salesman can do much more than a letter or a circular. He can bring to bear, in the personal interview, every power of language, every bit of force that is in words, focus them upon the mind of the customer while he demonstrates his goods, and thereby get quicker and better results.

The selling-talk, then, must be so built up with the right words and language that it will, somewhere in its delivery, get action from the prospect —get his order. If it fails to get that order, it fails completely.

There are, therefore, four purposes in a selling-talk: (1) It must uncover in the prospect's mind a *need* for your goods; (2) it must convince him that *your* goods are the goods he needs; (3) it must bring him to the point of *deciding* that he needs your goods more than he needs the money they cost; and (4) that he must have the goods as quickly as he can get them—so he orders. Any selling talk that does not accomplish these purposes has missed the mark. If a man needs your goods, then your selling-talk plus YOU (with all that you are in all your powers), should convince him and get favorable action. If it does not get that action, you should find out what's the matter with either yourself or the selling-talk.

136. *How Long Should the Selling-Talk Be?* That is somewhat like a question which is alleged to have been put to Abraham Lincoln. Said his questioner: "Mr. President, how long should

a man's legs be?" Back came the humorous and apt answer, "Long enough to reach the ground." So, a selling-talk should be long enough to get the order. In selling a correspondence course, for example, it may be necessary to talk to one prospect for an hour or more, while another prospect grasps your points quickly and reaches his decision in fifteen minutes. Your selling-talk, therefore, on that proposition, must be framed for a *full and complete* presentation; but in actual practice it must be gauged to meet the temperament of the buyer and the time he is willing to give you. This situation necessitates two to three selling-talks, or more correctly speaking, a selling-talk in three parts. The first part is a sketch, complete in itself and framed to get action. If it does not get the order, the second talk, or the second phase of the full presentation, must be entered upon. In it the points of the first talk which have struck home must be elaborated. If that does not get action, the third talk, or third phase of the complete talk, must be used. Here a more complete exposition of the points which have made an impression are to be further emphasized, with reasons and suggestions.

The selling-talk, then, is not a haphazard affair, left to the spur of the moment: it must be carefully planned and arranged, well in advance, and should be capable of meeting every possible contingency. A good salesman, like an efficient general, leaves nothing to chance; he gets all of his material ready beforehand and has it at hand, in memory, where it may be used instantly.

Chapter II

Language Is the Vehicle of Thought

137. *Language Must Be Correct.*—Strictly speaking, language is the expression of ideas by human speech; but language has also come to mean the conveying of thought by writing or by any other means. Since we are discussing the selling-talk, however, language will be considered as the means used in the selling-talk to convey ideas or thoughts to the prospect. It is the vehicle, and the one natural vehicle, adapted for carrying *your thought about the goods* into the mind of the prospect. It stands to reason, then, that if you would convey to his mind an exact idea of the goods—their value and service—the language must be correct.

It is a social offense for a man to enter a parlor wearing a soiled collar and muddy boots. It is almost equally offensive to enter, by speech, into the cultivated domain of a man's mind with your thoughts imperfectly clothed.

Almost any language will convey your meaning; but it is not enough merely to be understood. Nothing betrays a man as lacking in culture more quickly than such small and apparently unimportant errors as "I seen," "me and him went." A man who commits these and similar blunders is usually unconscious of them himself. But the best classes of society will silently exclude him and he may never suspect the cause. They say he is "impossible." The distinction is a superficial one, no

doubt, and perhaps social standards ought not to be as they are. The fact remains, however, that people judge us by our language as well as by our clothes. We have to conform. We have to be correct. The sooner we accept this law, the better chance we will have in our social career.

Nor is correct language any less to one's credit in the practical realm of business. A salesman who, in the first interview with a prospective employer, uses wrong tenses or mispronounces words will need many positive virtues indeed to secure the job. The employer knows that the public will judge the house by him; and he does not care to have the house reputed as an aggregation of men half-trained and vulgar. There is a standard for the amenities of life among business firms as well as among men and women at large; and every firm prefers to seem a member of the "upper four hundred." In particular, if the firm serves people of refinement, the salesman's application would be refused, because his faulty speech would drive buyers away.

Whatever class you expect to deal with, your language must be correct. Every one will respect you more, and give better credence to what you say. Correct speech is generally understood to go with accurate thinking; it means, as a rule, better education, superior mental capacity. It denotes the kind of man whom people are accustomed to rely on for their decisions and for leadership. It suggests that you know what you are talking about, and the prospect will accept your proposition twice as quickly as he would accept the

same proposition from a man seemingly ignorant.

Be they small or great, many or few, correct your errors of language. Make no mistake about it, this matter is of the utmost importance.

Ask your better schooled friend to remind you of your errors when you commit them. Or obtain from the library, a book of the commonly mispronounced words and misused words and phrases. Write out a list of your errors, and correct yourself on every occasion. In order that you may secure a sure foundation for your acquisition of correct language, it will be well for you to take the Association Course in Business English. Improvement may come slowly, but come it will.

138. *Language Is an Art.*—It does not suffice, however, that your language be correct. As the vehicle of thought, language should be studied just as art is studied. You will use it not for precision only, but for power.

Every one can recall some line of poetry or a motto that haunted his mind for months and years, resulting in a reformation, perhaps, of his entire character. Great songs, like the Battle Hymn of the Republic, will inspire whole armies. In business a single phrase, such as "Eventually—why not now?" will sell millions of dollars' worth of goods.

Just a few words—right words, used in the right way—can stir men as no other known force can stir them. Learn to employ language so as to realize all of its inherent force, and you can

become a master among men, though you have no other gift or advantage whatever.

A salesman has to convey information, arouse interest and desire, answer objections, create conviction, move to action—all by means of language. But the English language is adequate. No man has yet fully utilized its resources. Study the language earnestly. Learn to use it with ease, surety, adroitness, power, as a carpenter uses his plane, the hunter his gun. Look upon it as a tool which you can master, as did the authors and speakers who are inspiring and controlling whole multitudes of men.

The principal qualities of language are clearness, force, and elegance. With the last of these qualities you will have little to do, but the first two are indispensable. You have to make your proposition clear and plain, make it vivid, attractive, delightful. You have to instruct men, entertain them, enthuse them, and move them to action. Clearness and force of language will compass these ends. Nothing else can.

139. *How to Acquire Power in Language.*—Correct language, as well as the use of language as an art, comes only as the result of study and practice. We must master grammar and rhetoric if we would be masters of language. It is not necessary, however, to go back to grammar school days in order to acquire facility in the use of language that shall be convincing and persuasive. There are four easy ways of gaining mastery of your native language or any other.

1. *Read the best authors.* Most salesmen live too little with the masters of literature. You need not labor through the books, as many are inclined to do, merely because they are considered great; do not read Shakespeare or Dickens or Hawthorne unless you like them. Find some author who is recognized as a great stylist, whom you *do* like, and read a little of him—if only a page—every day.

2. *Read books on your own business.* Make a daily practice of reading something relating to salesmanship and particularly to the manufacture and marketing of the goods you are handling. This will not only augment your stock of selling ideas, but will provide you with many new words and forms of expression.

3. *Study advertisements.* Many of the ablest writers in the world are writing commercial advertising, and their products are often superb examples of selling language. The written advertisements alone sell millions of dollars' worth of goods every day, without the personal intervention of a single salesman. The student who wishes to gather hints for the improvement of his style can certainly do no better than to follow these master salesmen.

4. *Use the language.* You cannot much improve your own language merely by reading, however. You must exercise yourself in the *use* of language, endeavoring to change it in accordance with the models you have chosen. Get your ideas

together by analyzing a subject, then write out your thoughts. Do this on many subjects. It is excellent exercise in acquiring power in the use of language; but fail not to *use* what you acquire.

140. *Language Reenforcement.*—Your voice and your gestures either add to or subtract from the force of your language. The intonations of the voice are a strong adjunct to speech. The tones of the voice may be made a valuable reinforcement to the words you utter. It is the voice, even more than the bare words, which carries conviction to the feelings of a prospect. Cultivate a clear, authoritative voice. Don't mouth your language. Don't talk as though you had a mouth full of mush. Every salesman should take a course of training in public speaking and in voice culture. Nothing is so impressive as an attractive, pleasing voice accompanied by expressive gestures. They reenforce language more than you can estimate.

Chapter III

The Garments of Thought Are Words

141. *Garments Should Fit the Job.*—Suppose that you should walk into the molding room of a foundry and find half of the men dressed in white duck trousers, silk shirts and white stiff collars; and the other half wearing overalls or old dirty trousers and dark shirts with soft collars. All of the men are down in the black sand work-

ing hard. You would probably conclude that the white-trousered molders were crazy.

Now, suppose you should enter a dry goods store and find the clerks dressed in dirty overalls or in unkempt clothes and soiled collars, with faces plainly unwashed and hair uncombed. You would scarcely patronize such a store again, would you?

Garments play a very important part in our lives; and we wear such garments as are best suited to our vocations. We wear garments to fit the job. The man who does work that would ruin good clothes wears overalls or else old garments. If his job calls for clean, well-kept clothes, inconspicuous in style and color, he wears them. We are fairly scrupulous in wearing garments that are in style, especially when we are off duty and participating in social affairs. To do otherwise would subject us to criticism and to the charge of being "cranks."

Let's get it fixed in our minds that words are garments of thought and that they shall fit their job. That is to say, the right word must be used at the right time and in the right place. Language conveys ideas, but language is made up of words and nothing else. You cannot possibly communicate your thoughts to another without the use of words. If you want to make a test of that statement, attempt to convey your thoughts to a foreigner who does not know a word of English. Let him attempt to ask you where he can find a room, with board, by the week. He could not, even with pantomime, convey his meaning to you.

Nor could a deaf and dumb man get his thoughts across to anyone not acquainted with the sign language given by hand. Each word we utter conveys a sound or a combination of sounds to which we have assigned one or more meanings. You convey your idea perfectly only when you choose the word which, when uttered, carries the right sound to convey the idea. In addition to choosing the right word, it must be uttered right else it may be mistaken for another word; and it must be given the right emphasis in order to carry convincing meaning.

Words must be selected, then, for their ability to carry your idea and they must be pronounced in such a way as to put the idea firmly and vividly into the mind of the prospect. That is not nearly so easy as it would seem to be and as some salesmen think. Merely to open one's mouth and let words roll out in any sort of fashion, without giving careful attention to what the prospect is going to get out of them, is to invite failure. Many a salesman fails because he uses *wrong* words. His language is therefore wrong. His idea does not get across.

142. *Choose the Right Word.*—There is no one but yourself to hinder you in finding and appropriating words—the very words you need to describe your goods and the proposition so clearly that even an uneducated man will be able to understand. No man ever loses by using correct words; for even the unschooled buyer understands right words, while the educated man does not easily

overlook your lack of intelligence in trying to describe something to him with words which do not carry the meaning you attach to them.

Some salesmen of the old school contend that the ancient rule holds good, namely: "When in Rome do as the Romans do." That is to say, when you are selling to a prospect who "murders" the language, murder it yourself. Such advice from the old line salesman is, if the truth were known, his alibi for ignorance of language. As proof of the truth of that statement, it may be said that no salesman ever thinks it necessary to wear clothing like that worn by all of his prospects. To attempt it would mean changing garments several times a day. All that is necessary is to wear the clothing which is accepted as conventional or correct. The prospect in dirty overalls will not find any fault with the correct garb of the salesman, nor will the buyer arrayed in faultless attire.

Follow that rule with respect to the words you use to dress up and carry ideas and you will get far better results than if you attempt to use the language of the illiterate. Webster's Little Gem Dictionary can be carried in one of your upper vest-pockets. It contains 22,000 words that are defined. A careful study of that one little book will enable you to choose the right word for every thought you wish to express. The lawyer is a stickler for exact verbiage. He knows full well how difficult it is to get an absolutely correct thought into words so that there shall be no mis-

understanding of that thought when his brief is read by the judge.

So, you, in selling, will gain immensely by using right words.

143. *Words Which Are Frequently Misused or Mispronounced.*—An entire lesson might be given over to presenting a list of words frequently used in the wrong place and with the wrong meaning, and words mispronounced without excuse except a failure to live up to what one knows. Here are a few words frequently mispronounced by men who should know better:

Acrost for *across*
an' for *and*
Ain't for *isn't*
Git for *get*
Forgit for *forget*
Idee for *idea*
Ketch for *catch*
Markit for *market*
Sence for *since*
Sech for *such*
Wuth for *worth*
Yit for *yet*

Then, there are such expressions as, "You had ought to do it," and "You hadn't ought to pay that price." You should always say, "You ought to do it," and "You ought not to pay." There are also two words used incorrectly even by men who might find their error by observing the correct use of these words every day in the newspapers. One word is "learn"—a perfectly good word, but not in this sentence, "You can't *learn* me anything about this proposition." Certainly not, but someone might "teach" him if he is willing to "learn." "I seen a man yesterday," is the way the careless

salesman talks, and that little word "seen" puts an indelible stamp on its user as belonging in the class of men who wear multi-colored plaid vests, silk hats, and short coats all at the same time.

Salesmen sometimes get the habit of using two or three adjectives, and no more, in describing their goods or proposition. Here are the six adjectives which are more frequently used and misused than all others in the dictionary: **nice, best, great, grand, fine, swell.**

Men seem to have become obsessed with the habit of using one or more of those words in spite of the fact that far better ones are to be found in the language. Those words, as usually applied, *mean* nothing. They *add* nothing to the force of a presentation, but rather detract from it. The word "best" is no longer used in good salesmanship. When you claim that your goods are the "best that are made," you immediately start a crop of questions in the mind of the prospect; he has heard your competitor make the same claim. If your goods have points of superiority over a competitor's, play up those points; but bear in mind that your competitor's goods also have points which he considers superior to yours.

Hunt for right words as diligently as you seek selling points. Discard hackneyed, worn-out, meaningless words. Get words that convey your exact thought—short words, simple words, words that are easy to understand. Build up a vocabulary of your own and use it.

Chapter IV

Making the Selling-Talk Simple, Understandable, Logical, and Forceful

144. *Synthesis—the Combining of Ideas to Make a Selling-Talk.*—What is the purpose of analyzing the goods? There can be but one purpose, and that is to use the facts obtained by analysis to prepare a selling-talk by weaving in those facts in such a way as to get an order from the prospect. Your facts must be sorted out, classified, and arranged according to the laws of grammar, rhetoric, and logic if you would get favorable results. The facts must be put into words and the words combined into intelligent language which will convey the right ideas about the goods into the mind of the prospect.

The selling-talk is your instrument for convincing the buyer and for getting his decision. A flaw in the selling-talk may turn the buyer *against* the goods instead of *for* them. It is therefore vital to your success that you spend much time and concentrated thought on preparing your selling-talk.

One of the great actors of the day is George Arliss. You may have seen him in "Disraeli"; but you probably did not know how much preparation was necessary before Arliss was ready to act the part. He says: "I began preparing for the part in October of 1910, and I had not finished when I made my first appearance in Montreal in January, 1912. I visited half a dozen states over here getting ideas and material. I went to every haunt that Disraeli visited in England, and I went

to France in search of a wig and a waistcoat." George Arliss is a successful actor, which is the same as saying that he is a superior salesman. He had to *sell* his representation of Disraeli to the public. They bought it. You may have already conjectured that Arliss left no stone unturned under which he might find facts and points to work into his presentation of Disraeli. That presentation was his "selling-talk," and it took two years to get it together. When he had prepared himself and walked out upon the stage, he *was* Disraeli in thought and act. He was *thoroughly* prepared and he was also perfectly *drilled* in his part. He rehearsed it again and again. Even after the first appearance, he lost no opportunity to improve the part; to sell it more thoroughly to the public.

That is what you must do with your selling-talk. First, get all the material together and then work up the selling-talk with one purpose in mind, namely, to sell the goods as quickly as possible with satisfaction to all concerned.

145. *Write the Selling-Talk and Memorize It.*—Some manufacturers of specialties have "primers" which they supply to each new salesman, urging him to memorize them. Do not despise these, or imagine that to use them will put you in the parrot class. They are oftentimes written with the most elaborate care, and the arguments and suggested demonstrations are more convincing than anything of your own devising. They afford a ready foundation for the talk you

will eventually work out and, at any rate, make a deposit to draw upon if you ever find yourself at a loss for words.

Even when such a primer is supplied, however, you should construct a talk of your own. Because it is your own, you will be able to pronounce it with greater conviction and persuasiveness.

In preparing a selling talk, first sit down with pencil and paper and, drawing upon your "knowledge of the goods," write out in separate sentences every known point in its favor. Be especially earnest not to omit anything that the goods can "do" for the prospect—whoever the prospect may chance to be. Going over this list of statements, strike out, for the present, all but the weightiest or most essential.

Furthermore, drawing upon your knowledge of human nature, drop every statement except those which seem to appeal, and strongly, to some universal motive. Does a statement promise the earning or saving of money, the reduction of work, the increase of comfort, the advancement of one's position or influence, the satisfaction of one's affections, etc.? In a word, does it promise the purchaser a kind of *service* he cannot reasonably turn his back upon? If it does not, then cut it out.

When you are finally satisfied with the list, start in to rearrange the separate statements in logical order, placing the introduction, explanation, and arguments so that all lead smoothly to a climax of desire and conviction in the prospect's mind. You will probably find, now, that about half of

your material is introductory. Then throw away most of it; dispense with preliminaries; however interesting they may sound to you, they will only bore and irritate your busy prospect.

Again, observe this rule, which is based on a principle lately mentioned. Present one of your most telling statements very early in the speech. This will capture the man's attention, take his interest "by storm," penetrate his reserve and caution, and lay him open to the gradual "wearing down" influence of your later remarks. An equal or stronger statement should perhaps be saved for the climax. It will push a man over the line of decision, where a less pronounced impulse would leave him still hesitating.

Now that all your ideas are in order, *write* your talk. Hang your statements together, making them read smoothly, like a composition. Let your style be simple and clear, free from "fine language," and expressions that do not say exactly what you mean; a man engaged in the serious business of buying resents flowery phrases and assertions he cannot understand. Take care also not to exaggerate. Over-statements almost invariably provoke suspicion and disbelief. Be moderate and reserved; lead the hearer to believe that you are probably understating your case. Because argument is harmful, omit all boasts, personalities or anything soever that can stir up contradictions.

It is difficult, as has already been said, to lay down a general rule regarding the proper length for a selling talk. It should last until the toughest prospect is ready to buy, but should also be no

more protracted than the opposition of the weakest. Practically, this calls for elasticity.

At the same time, you have to guard against that yet more dangerous contingency of running out of talk. The best way of steering between these two dangers is to be equipped not with one talk only, but with several.

Make the first talk concise and brief, and, if you can land an order with that, well and good. But have other talks which treat the chief selling points of your goods in greater detail, or talks calculated to work upon certain special motives. So, if the prospect remains but little moved, you can take a fresh start, and emphasize the part or parts which seemed to move him most. Thus, you will never have a long set speech before you, and yet, if need be, you can hammer away steadily for hours.

146. *Polish and Practice the Selling-Talk.*—Review your selling-talk and polish it. Read it searchingly to see if there is any statement of fact you do not absolutely believe, or if there is any argument you can tear down. Put yourself in the customer's place, and ask yourself honestly whether you would be won over by such a speech. Look squarely at every statement, and ask yourself the most disconcerting questions about it you can think of. Then answer the questions—if you can. If you cannot, then, find answers. For every possible objection, write out and learn two or three of the best answers you can devise. This is called "selling yourself." No other part of your preparation will stand you in better stead.

Lastly, settle in for some good, hard practice in the delivery of your speech. "If I were a salesman," declares Maxwell, "I wouldn't be ashamed to practice before a mirror. Better men than I have done it in less worthy causes. And if I had the chance, I'd spill all of my talk into the recording horn of a phonograph and listen to the phonograph while it told me how bad a salesman I am. I'd keep doing that until I had improved."

Somewhat more to the point would be reciting your talk in the ear of a friend, and letting him criticize you. Practice of this sort is invaluable as putting all your words at your tongue's end; besides, it relieves you of self-consciousness, and prevents much painful blundering.

147. *Make the Selling-Talk Original.*—Whether your selling-talk is prepared for you by your house or by yourself, make its presentation original—your own. In fact, the talk itself should be virtually your own product. Imitation of somebody else is not what you should seek, but originality. Give your own mind a chance to express itself. Get your facts clear and accurate first, then get your ideas about the goods—their value and service—absolutely *clear* in your own mind, else you cannot make them clear to the mind of anybody to whom you talk. Know your goods, know how to use words in language that will picture the goods correctly and attractively. Put your knowledge in writing, then get that in your memory and put it before your prospect with all your powers of mind and feelings and you will win in the great majority of cases.

Part II: The Salesman

EDUCATION NEVER ENDS

Chapter I

Business Values in Broad Knowledge

148. *Know Something About Everything.*—That may seem, on the face of it, like an unnecessary task, if, indeed, it is not an impossible one. Recall, now, the first lesson of the course, in which it was urged that salesmanship is the fourth profession and that a salesman needs to know more than a doctor, lawyer, or preacher. That is to say, his *general* knowledge should be broader than that of any of these men. They must know their own specialties and the salesman must know his—the goods he sells. It is not necessary for the salesman to know as much law as the lawyer, as much about diseases and drugs as the doctor, nor as much about theology or church history or Greek as the clergyman. But he should know how to *diagnose* or analyze his goods and any other proposition as thoroughly as the doctor diagnoses disease. He should know how to *prove* his case as logically and completely as the lawyer proves his cases. He should know how to *interpret* the facts about his goods, and prepare his selling-talk as completely as the preacher interprets the facts of life to his congregation in a sermon arranged to reach the heart—as well as

the head—and to win conviction with consequent change of attitude toward truth.

So, you see, the salesman is a composite of all professions—and more: he needs to keep abreast of the times, and continuously to pour into his consciousness a fund of knowledge which may not seem to relate itself in any way whatsoever to his goods.

The great reason for thus acquiring broad knowledge is that you can never tell when it may be needed to strengthen the selling-talk, to overcome objections, to touch a vulnerable spot in the feelings of the prospect. Mind has a most wonderful and surprising way of working for our good if we give it the material; but it cannot use what it does not possess.

Every salesman of broad knowledge will tell you that at a critical moment in a demonstration, when it seemed as though the case was lost, an illustration or a fact was handed to him, out of memory, that clinched the sale. The uncanny part of it was that the fact or argument or illustration came out of a clear sky, apparently. But it wasn't out of a clear sky; it was from the subconscious realm, where it had been sleeping, it may be, for years, waiting for just the right moment to be shoved into the breach and to help win the day.

This is the command of business, then, to the salesman: Study, learn, investigate everything you can lay your hands on; for you don't know when and how you will be able to use your knowledge to save a defeat and make a sale. Be sure of this, that no knowledge *ever goes to waste.*

If you can't use it directly in business, it will make you a stronger and more companionable man socially. Above all else, perhaps, knowledge brings the world and the universe within your own mental understanding and makes a bigger man of you.

149. *Broad Knowledge Adds to Earning Ability.*—The reason why some men get so little out of life is because they know so little about life. They live in a very circumscribed world full of petty details and hard grinding work with limitations, obstacles, and defeats.

Broad knowledge enlarges the area of one's mental life, gives material and incentive for the purpose of overcoming obstacles, and aligns the individual with all others in the world working together for a common end and with a common destiny. Broad knowledge of the laws of life and of the history of humanity teaches the salesman that he *deserves* money only as he *serves* in harmony with his fellows; that by serving he becomes deserving.

For almost a year, Jim Marshall had tried to land the Williams Manufacturing Company for a fire insurance policy. But nothing he could say seemed to make the least bit of impression upon old man Williams. He had been placing his insurance with the Argonaut Company for twenty years, so why should he change now? That was his defense and Marshall had not been able to break it down. Nevertheless, he dropped in and had a little chat with Williams about once a month, hoping that he would be able to stumble

upon the key that would unlock a door to Williams's heart.

One rather raw day in winter, Marshall happened to be in the neighborhood, so ran in for a moment to greet Williams.

"Well, how're things coming these cold days?" said the genial insurance man. "Rotten, absolutely rotten," was the discouraging reply.

"What seems to be the main trouble, Mr. Williams, aren't the orders coming in as usual? I supposed that concerns like yours were 'way behind in filling orders."

"That's exactly the trouble, young man, we can't fill our orders because we can't speed up the men or the machinery and we can't get additional machinery for love or money. Believe me, I'm stumped."

Then an idea jumped to the fore in Marshall's mind. "Mr. Williams, I have never been through your factory, and I'd like very much to see how you make your goods. Why not show me around?" The old man did. As they walked slowly through the departments of the medium-sized plant, employing some 500 men, Marshall shoved his powers of observation into high gear and made vivid mental notes of things, especially of routing material, the operating of machinery, and the disposal of the finished product.

During the succeeding days of that week and through Sunday, Marshall gave all of his spare time, night and day, to working out some plans.

On Monday he went out to see Williams again. He sat down and showed the old man how he could rearrange, at slight cost, some of the more important lines of travel for raw material through the factory. He also showed him several little ways of jacking up speed in output. Williams did not seem to warm up to the suggestions given by a fire insurance man, but said he'd like to keep Marshall's diagrams and study them.

More than a month swept by, when Marshall received a 'phone call from Williams asking him to come out to the plant. When he arrived, Williams grabbed his arm and said, "Come out here and see what has happened." Marshall's suggestions had been tried and the factory output increased 25 per cent, without additional machinery or more laborers.

Was that all? You know better. Marshall, without asking for it, secured all of Williams's fire insurance, writing out new policies as rapidly as the old ones expired. Where did he get the knowledge? Marshall confesses that he reads everything he can lay his hands on. His ideas for Williams were obtained from a book on Production Methods. He tries with good success to get reliable information about the business of every client he secures and succeeds in being serviceable in many, many cases.

150. *Extra Knowledge Is an Elevator.*—Many a salesman has boosted himself into a larger and more profitable job by means of the extra knowl-

edge obtained in studying things having no immediate connection with his goods. A machinery salesman, on his way to the South, dropped into conversation with a fellow traveler in the Pullman. The talk swung round to banking and finance, and the salesman expressed himself quite freely in criticizing some of the banking methods in financial operations. On parting, they exchanged cards, the stranger giving a personal card with his New York residence address on it.

In about a week the salesman received a letter from the acquaintance of the Pullman car, who turned out to be president of a well-known bank. He referred to the pleasant trip they had had together and asked the salesman to drop in and have luncheon with him on his return to New York.

At luncheon, the bank president said, "I want you to accept the management of a new department in our bank."

"But," said the salesman, "I am a salesman of machinery, not a banker. I haven't had a day's experience in a bank."

"That may be," replied the president, "but you have very clear and sound ideas about finance, and I want you to work them out with us."

He took the position and made a great success of it because he backed up his knowledge of manufacturing and selling machinery with a broad and thorough study of finance.

The list is endless. Get broad knowledge and use it. It brings recompense.

Chapter II

Are You a One-Thousand-Word Man?

151. *Get Abundant Clothing for Your Thoughts.*—While getting broad knowledge on every subject possible, get also a full complement of words. If it is a fact that you cannot convey ideas without words in which to dress them—and it is—is it not a reasonable necessity that you find and appropriate words in abundance? Wisdom would answer, "Yes."

The good thing about it is that words can be secured every day, along with your regular vocation, without taking time to find them. The only condition attached to their mastery is to *look up definitions.* That is much more of a pleasure than a task. The quest of words acquires a genuine fascination; it grows on you the deeper your interest becomes. Then, too, there should be real *pride*—a pardonable pride—in having at hand ample and diversified clothing for the children of your brain—your ideas. Every true parent takes delight in clothing his children in appropriate garments. No real father likes to see his children in rags, and shoeless. Nor does the child have to *beg* his father for clothes; its wants are anticipated and provided for gladly. When special needs arise—graduation from school, parties, and other occasions—clothing, appropriate for the extra need, is carefully planned for and provided. The parent wants his child to make an appearance as fitting and attractive as that of any other child.

You, as a salesman, should be just as careful and as much interested in putting your thoughts into good clothes for each special occasion as the father is in arraying his child. Every demonstration you make in the presence of a prospect is a *special* occasion. You bring out your ideas about the goods and parade them before that prospect. How do the thoughts look? They cannot appear to better advantage than the garments in which they are clothed. Do they reflect honor on you, or would you be ashamed of them could you see them as the prospect does? Get words! Get words every day! They cost nothing but some small effort.

152. *Where and How Shall You Get Words?*—First, provide yourself with a small vest-pocket blank book and carry it with you everywhere. Your next immediate step is to read carefully the list of 1000 most used words in the Lecture which accompanies this book. Perhaps you already know every one of those words. Perhaps you do not. In reading slowly the list, define each one as you come to it. If you cannot give, in your own mind, a clean-cut definition, write the word down in your little book. Write only *five* words a day. Now go to your dictionary. If you do not possess a good one, buy Webster's Collegiate Dictionary or The Standard Desk Dictionary. The cost is inconsequential—around $2.00. It will be much better if you have access to an unabridged dictionary, for it will give more complete definitions than the small one.

Now look up your five words. Read everything said in the dictionary about them. Read the derivation, when given. Read the definition of the words which are *kin* to the one you are looking up. Study the *synonyms* and the *antonyms*. It might be well for you to put those two words in your book, now, and look them up. It will aid you very much to possess a standard book of synonyms and antonyms. You will then be able to know the other words which have the same meaning as the ones you have listed in your book; and you will get, also, the words having an opposite meaning. In knowing synonyms, you will have not just *one* word to convey a given idea, but *several* words conveying the same idea. That will save you from having to repeat one word over and over again in describing your goods, or some quality of the goods.

Write in your book, opposite each word, its simple meaning. Write its synonyms and antonyms. As you, then, go about your business, by trolley, subway, automobile, or railroad train, study your definitions and memorize them.

Add to the list week after week. In reading the *daily paper,* stop whenever you come to a word that you are not sure of. Write it in your book, and look it up. When you are reading a *book,* follow the same plan. When you hear a *lecture,* watch for unusual words and put them in your list. Become a hunter of words. You can see how little time is needed to pick them up. The main time is required in looking up definitions; but you can afford to give fifteen minutes a day to that,

especially since you are thereby adding to your store of wealth—knowledge.

Master only 20 words a week and you will have your thousand words in a year. These will be in addition to the several hundred words which you now own.

153. *Make Use of Your New Words.*—The only purpose in getting more words is that you may clothe your thoughts correctly and attractively, and so make more sales with greater satisfaction. Use your words. Be sure that you study the *pronunciation* and get it as given in the dictionary. Then, try out the words on the home folk. Use them fearlessly and whenever you can in conversation. Form the *habit* of using them, then it will be natural for you to do so. There will be nothing strained nor self-conscious about it. But, in your selling-talk, use *short* words, *simple* words. Don't use big words just to show off. That is disastrous. As you clothe your ideas in new words, using synonyms and short forceful words, you will find your power as a salesman increasing measurably. You will take greater delight in presenting your proposition. In addition, you will be able to engage in general conversation with men and women with more zest and pleasure. People will listen to you with *interest,* because you will have something worth while to give them and it will be couched in attractive garb. The satisfaction in being able to cope with the next man in argument and conversation is compensation for all the time and effort spent in acquiring a broad vocabulary.

Chapter III

Right Ideas Cannot Be Conveyed with Wrong Language

154. *Concentrate on Getting Language Right.* You may have a thousand valuable facts which you have gathered in the study and analysis of the goods, but if you do not use the *kind* of language necessary to put those facts into the mind of the prospect, your facts are worthless. Your facts may be absolutely accurate and your ideas derived from the facts may be sound and capable of selling goods; but, no matter how nearly right your ideas are, they will not be *right* ideas to the prospect if the language conveying the thought is wrong. This is a very vital point, and many salesmen have failed because they used wrong language.

Our neighbor, let us say, decides to build a cottage for his own use. He gets an architect to draw plans and specify a color scheme for inside decorations and outside paint. A builder is given the contract to erect the cottage. The owner goes to Europe with the expectation of returning by the time the cottage is completed. On his return he is amazed to find that his house is not at all like the plans. Instead of a lovely cottage, convenient and harmonious inside, and beautiful outside, he finds a barn-shaped structure, painted deep lemon, and trimmed with blue. The builder had used the kind and quantity of lumber specified in the plans but he used his own discretion as to

the shape of the house. He used paint, to be sure, but not the colors necessary for harmony. He had plans that were right. The ideas in the plans were right; but the materials were put together in the wrong way. The idea of the architect could not be expressed with materials combined in the wrong way.

The making of your selling-talk is not so very different a task from the building of a house, except in the material used. You gather your material from analysis of the goods. You have collected an ample quantity, let us say. Your job now is one of construction. You must build and decorate. Here the artistic sense is brought into play. But in putting your material together, you follow no laws of beauty, no rules of harmony, no method calculated to make the most favorable impression on the mind of another. You just throw the stuff together, hit or miss, trusting to luck that a convincing selling-talk will result. Your plan of building is wrong, and the right ideas you had from analysis cannot make a right impression through a wrong medium. It needs to be emphasized again and again, that your *selling-talk* gets an order or it doesn't. There is no luck about it. If your ideas are clear and vivid, but your language muddled and indefinite you must expect failure.

Concentrate earnestly on building right language. Words are the individual soldiers of your language army. Put them into sentences, phrases, and paragraphs and you have companies, regiments, and divisions. Victory depends much more

on soldiers than on guns and ammunition. Right ideas about your goods are ammunition; words are soldiers that need to be selected with care, and then molded into fighting shape as language.

155. *Suggestive Sentence Openings.*—You will need to be equipped with *openings* of sentences for all emergencies, because the opening of a sentence very frequently determines its force. Here are a few examples of such openings which may be used for various purposes; the remainder of the sentence is to be formulated as the need demands.

All that you say is true, but . . .
And here, please note that . . .
A safe rule to follow is . . .
A little reflection will convince anyone that . . .
But, look at the difference . . .
But, to go still further into the matter . . .
But, bear in mind, please . . .
Don't misunderstand the point . . .
Fortunately, we are in a position to . . .
Fortunately, that can be taken care of . . .
I believe you feel . . .
I am going to offer a suggestion . . .
I am justified in assuming that . . .
I have the strongest reason for saying . . .
I ask you to consider . . .
I have no less authority for the statement than .
I am ready to guarantee that . . .
I have carefully inquired into . . .
I will call your attention to . . .
I plainly and positively assert . . .

I have been fortunate enough to . . .
I assert without fear of successful contradiction . . .
I shall ask you one question . . .
It is nothing less than amazing to find . . .
It is self-evident that . . .
It is surprising how . . .
If such a thing were possible . . .
In view of the facts . . .
Let me illustrate . . .
My answer to that is . . .
My own opinion is . . .
Now, on the other hand . . .
Now we come to your question . . .
Our position is . . .
One can hardly go astray in buying . . .
One of the unavoidable conclusions is . . .
Permit me to remind you (or, to suggest) . . .
Strictly speaking . . .
The conclusion cannot be escaped that . . .
The evidence is overwhelming that . . .
There can be no two opinions about . . .
The crucial question is . . .
To sum up, then . . .
What is your opinion . . .
With regard to the objection . . .
We have no doubt whatever . . .
We are willing to go any reasonable length . . .
You would not have me understand . . .
You have all the authority to . . .
You agree, do you not, that . . .
You know as well as any man . . .
You are right in your judgment, but . . .

Your desire to think it over is commendable, but . . .
You are eminently qualified to judge . . .
Your conclusion is natural, but . . .

The list could be extended through many pages, but you can frame openings for yourself. Commit them to memory and they will come up automatically out of the sub-conscious when you need them. The point is that you must take pains to prepare your language and get it right. Your education along this line will never end.

Chapter IV

Salesmen Who Die at the Top Fail

156. *Failure Is Always Mental.*—Every salesman who fails can find the reason for the failure if he will but look into his own mind. That may be said of every man in any line of business. Failure is mental; but, fundamentally, it is spiritual. Failure is mental stagnation, mental lethargy, mental death; for, when any piece of machinery ceases to function, it is, to all intents and purposes, dead. The pitiable fact about many salesmen is that they so soon stop *original* thinking, even if they ever began it. Nature is uncompromising and pitiless in killing off that which ceases to function. Tie your right arm to your side and in time you will have a withered arm, without muscular capacity for exertion. Athletes must keep themselves in good condition all the time; and, then, give special attention to getting into shape

for contests. The brain is a physical organ, subject to all of the stresses and conditions incident to other organs of the body. You keep it in the best condition if you keep your entire body in perfect health. If you are tired, you can't think straight. If the poisons of fatigue accumulate in the body, your brain suffers and soon there is nervous or mental breakdown.

However, in addition to keeping the body in good trim so that the brain may also be kept in perfect functioning order, the brain must have its own special exercise if mind is to do its finest work through it. Those who fail to give themselves mental gymnastics die at the top—they die mentally; they become "has beens." That accounts for the excessively large number of men who are failures and dependents at the age of 65 or earlier. There should be no "dead line" for men in business. If you have had from twenty-five to forty years' broad experience in business, you ought to be far more valuable than you were at the beginning of your career. Your hard knocks should have steadied your judgment; your failures should have taught you caution; your successes should have given you even greater courage; your intercourse with men should have given you profound understanding of human nature and tact in dealing with it. With all of these advantages, which should make you a man of sound wisdom, why be a derelict at the half century mark—at the very period when you should be most useful to society and most profitable to yourself? The only reason, the one specific and out-

standing reason, for your inability to keep the pace is that you fail to keep your mind active; and, failing there, you fail completely. The reason is that success is mental and failure is mental. Success is the result of mental and emotional *life* and *activity*. Failure is the result of mental and emotional *death* and consequent *inactivity*.

157. *To Him That Hath Shall Be Given.*— Salesmen who die at the top fail. Failure hits some early in life, and others later. Some chaps are already dead at 25; they do not THINK; they never study; they cannot concentrate on and solve a business problem. To keep oneself mentally alive and productive means work; it means constant reading and study and the working out of problems. It does not necessarily involve book study all the time, but it does call for meditation on specific problems, concentration of thought in formulating ideas; continued and keen interest in one's occupation and in the general affairs of men. In fact, your mental training never ends if you would keep mentally alive. Mental life is absolutely dependent on *continuous* mental activity of a worth-while kind. Mental activity must be constructive, wholesome, serviceable to yourself and to the social organism. The most deplorable feature of mental death is that the "dead one" isn't aware of his condition. He attributes failure to everything but his own condition. As a rule, business men haven't the heart to tell him where the trouble lies. He wouldn't believe it if he were told.

There is a profound and eternal truth of nature locked up in that saying of the wise man of Nazareth: *"To him that hath shall be given, and from him that hath not shall be taken away even that which he hath."* If you keep on studying and learning, Nature gives you more wisdom. If you refuse to study and learn, you lapse into mental mediocrity or worse. You *lose* that which you have, because you *do not use it* and add to it. There is no such thing as standing still. It is either grow or go, learn or lose, swim or be swamped, climb up or slide down, advance or fail, do or die. None of the captains of industry "die at the top." They never cease to study, to meditate, and to learn. That is why they are captains. "To him that hath shall be given." The law is eternal.

158. *Insurance Against Failure.*—Wouldn't it be comforting and alluring if a man could take out an insurance policy against personal failure? The one supreme obstacle in the way of that kind of insurance would be the temptation presented to some men to lie down on the job. Insurance would not change their natures; it would, most likely, intensify their weakness. Every man, however, has within himself adequate insurance against mental death—against dying at the top. It is dependent upon the exercise of his own will, his own ambition, his own energy and persistence.

The insurance you would welcome against mental decrepitude is to be found nowhere except *within your own consciousness.* Continuous analy-

sis of your goods and other goods will sharpen your powers of observation. Acquisition of knowledge from all sources will give you ample material for mental gymnastics, provided you do not merely get the knowledge and *store it up.* You must use it in constructive ways. Work out new selling-talks. Give out your knowledge in social ways. Contribute your share to the development of better thinking on the part of the masses. Join in movements that would reconstruct living and place it on higher planes. *Get* and then *give,* for, if you keep your knowledge, you lose it. Water which is dammed up stagnates; it dies. Keep the currents of your thought open, free from prejudice. Receive everything from everybody and accept that which appeals to you as true. That which is theory today is fact tomorrow. *Education never ends.* When you cease developing and drawing out and enlarging your powers, you die at the top; not till then are you a failure; and *you* make your own failure.

Chapter V

Your Margin of Time

159. *Time Is All Your Own.*—If the truth were known, there is hiding in the back of your head somewhere a little yellow devil who is continually saying to you: "Yes, that's all very good stuff about studying and learning and not dying at the top, BUT you haven't the *time.* You are busy from the moment you get up in the morn-

ing until you jump into bed at night. Great Scott! you haven't time to do all you have planned to do now, so how can you take on any more? You simply can't read any more; where would you get the time?"

Yes, we know something about that little yellow devil and his suggestions. It's old stuff he is giving you; and the best thing about it is that it isn't true, although you are inclined to think it is. Note that he is called a "yellow" devil. Does that carry any suggestion to you? Let's be outspoken here. There should be no mincing of words, no sweetening the dose of medicine. That little yellow devil is simply the yellow streak in each of us; the *lazy* streak which would make us lie down when extra effort is necessary.

The thing you want to be sure about is that matter of time. Is it true that *all* of your time is now entirely taken up in *constructive* endeavor? Of course there is no denying the fact that you do *live* through your 24 hours every day, and you *think* that you are busy during all of those hours except the ones when you are asleep. But are you really busy in a worth-while way, or are you "kidding" yourself because you let that yellow devil hatch excuses for you?

Get this and get it fast: *all the time in the world belongs to you.* Nobody owns any more of it than you do. It and the air are two things which cannot be monopolized. You can breathe all you like of the latter and you can do as you please with the former. You are a law unto your-

self in your disposal of each. You cannot commit suicide by refusing to breathe. You would have to hang yourself so that air could not get inside of your lungs. You cannot stop the march of time, but you can determine, and you alone can decide, *what you shall do* with time.

The richest man in the world has exactly 24 hours a day—1440 minutes. The poorest ne'er-do-well on earth has exactly 1440 minutes as his own every day. The free man, who never broke a law of the land, has just 1440 minutes of freedom each day; and the murderer in prison for life also has precisely 1440 minutes a day.

The yellow devil didn't tell you the truth. He said, "You haven't time." The fact is you have all the time ever given to any man in the world. The supreme question refers not to the *quantity* of time but to the *use* of time.

160. *Set Your Clock for Time Saving.*—We have had experience in shoving the clock hand an hour ahead in the spring and back one hour in the fall. That was to give us an extra hour of daylight in the late afternoon. Time is *measured* for us by clocks. They merely indicate the *passing* of time. They do not give us more time. You may determine for yourself exactly how your clock shall measure time. Examine Illustration No. 15. Here we have made for you a 24-hour clock. It is intended to show how the average salesman (not retail) may use his 1440 minutes a day. Suppose you sit down and draw six clock faces after the fashion of this one. Divide the hours *exactly* as

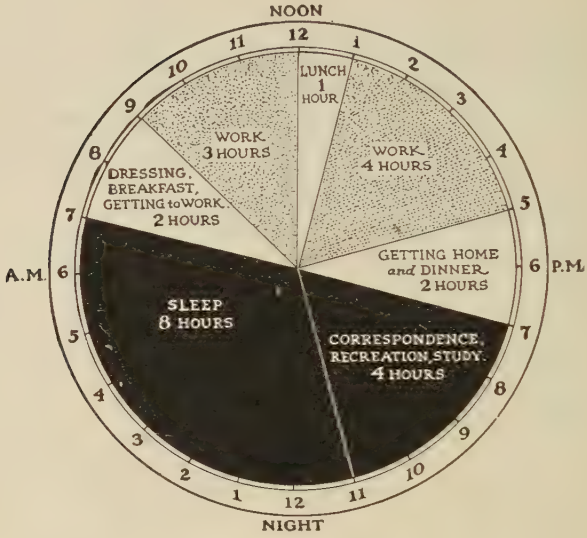


Illustration No. 15

you use them for each of the six days of the week. We do not include Sunday in the reckoning. You will need to be absolutely fair with yourself in this matter. Make the divisions of the time even more minute than we have done. Include such items as exact lapse of time for dressing in the morning (including shaving and bathing), for breakfast, for house chores, for getting to work, for work until luncheon, for luncheon, for work in the afternoon, for getting home, for dinner, for household duties, for recreation, for reading, for evening engagements, for wasteful occupations, for undressing, and for sleep. Compare your time clocks and make up an average one. Then compare it

with the standard clock which is given you in Illustration No. 15. How can you now rearrange your time so as to get the most out of it? That is the problem which you must meet and solve.

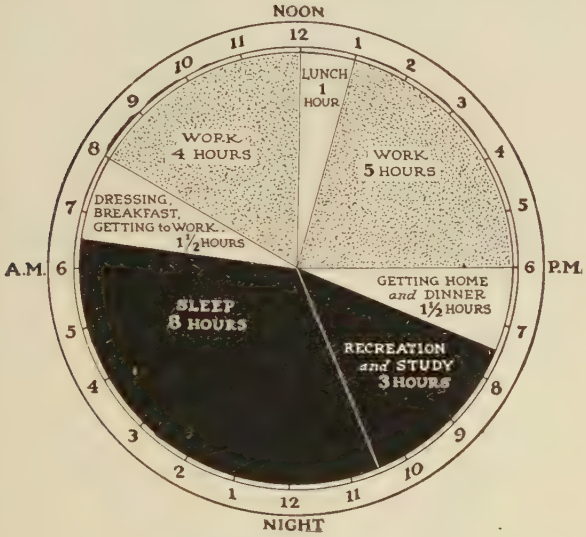


Illustration No. 16

Illustration No. 16 is for the retail salesman who must get to work about 8 a. m. and stick to his job until 6 p. m. He has less time, therefore, than the road man for study and recreation. But he does not have to sit down at night and complete his order sheets and report for the home office as the road man must.

If you will be absolutely honest with yourself and throw out the little yellow devils who will

pester the life out of you with "it can't be done," or "it's too much work," or "what's the use," you will be able to arrange a clock that will enable you to utilize your margin of time as you never before dreamed you could.

161. *Utilize Your Margin of Time.*—What is your *margin* of time? It is the time NOT spent in earning your living, in sleeping, and in doing the necessary duties of life. It is the time which is usually wasted by the average man. You must have recreation, yes; and you must have pleasure in addition to recreation. Allow a reasonable amount of time for each. Still, you will find a considerable amount of time that has been permitted to run to waste. You have just about 60 minutes a day that you can't account for as having been used profitably. What are you going to do with it? Even 30 minutes a day devoted to concentrated reading and study will mean 180 hours a year. Say it takes two minutes for you to read a page in a book, and read it carefully. You can then read a 300 page book in 600 minutes or ten hours—18 books in a year. What a wonderful vista is here opened up to you. Do you begin to glimpse your own possibilities? Your margin of time is a gold mine. Use it.

What you do in your margin of time either shoves you ahead or pushes you back. A book could be very easily filled with sketches of men who have risen to prominence in all departments of life by utilizing their margins of time. Benjamin Franklin is a notable example. He gained

his education in spare moments between his bouts with the typestick in a print shop. It has been very truly said: "The man who declares he has no time to study or to read worth-while books unconsciously advertises his small calibre, his slavery to detail, his arrested development." Put your mental effort into the bank of time and it will return dividends of wealth which can never be lost. Education never ends. The boy who "plays hookey" from school is the only one that loses. Educate—draw out and develop—all of your powers and enmesh them with those of other men serving their fellows and the effort will bring back to you commensurate response. It is the universal law; utilize it.

Questions for You to Answer

1. Name the three primary purposes of a selling-talk.
2. What governs the length of a selling-talk?
3. What is the vehicle of thought and its first requisite?
4. Name the four ways of acquiring power in language.
5. What are language reenforcements?
6. Give the reasons why words are called the garments of thought.
7. Name five words which are frequently mispronounced.
8. Name the six words which you should use infrequently in selling.
9. What is synthesis?
10. What are the advantages in writing out a selling-talk?
11. What are some of the values in broad knowledge?
12. Are you a one-thousand-word man?
13. Have you decided to keep a vest-pocket book to acquire words?
14. Why is failure to be attributed to mental attitude?
15. Have you made your time clock?

Lesson 7

Part I
PROVING THE VALUE OF GOODS

Part II
SELLING IDEAS NOT THINGS

Part I: The Sales-Process

PROVING THE VALUE OF GOODS

Chapter I

What the Customer Wants to Know

162. *The One Means of Convincing.*—A sale is effected by the transference of ideas and emotions from the mind of the salesman to the mind of the prospect. The instrument for that transfer is the selling-talk. In that talk the salesman must convey such facts about the goods as will convince the prospect that he needs them. The facts are obtained in a complete analysis of the goods. Those facts are clothed in language which is framed to give such adequate information to the prospect that he will be convinced of the value of the goods. The salesman, in other words, must prove the value of the goods before he can effect a sale. There is only one means which he can use to prove values and bring about conviction in the mind of the customer. That means is *reasoning.* The prospect's powers of reasoning must be brought into agreement with the reasons presented by the salesman. It is purely a mental process—an agreement between two reasoning minds.

Reasoning conveys ideas to the mind of the prospect by means of language of such content and arrangement that it proves the value of the goods or proposition.

The customer wants to know what service the goods will render him; what values he can get out of them. The salesman must furnish reasons why the customer should buy, and support his reasons with valid proof—such proof as will appeal to the judgment of the customer.

Reasoning, then, is the one and only means of convincing the judgment of the prospect. Salesmanship requires an understanding of the processes of reasoning so as to prove to the prospect that the goods fit into his needs.

163. *What Lincoln Thought of Proof.*—An illustration here will indicate the vital function of competent reasoning in proving your case. When Abraham Lincoln was stumping the state of Connecticut after his first nomination for the presidency, one of the men who heard him speak was greatly impressed with the sound logic used by the great speaker. Riding with Lincoln next day on a train, the man asked him how he had acquired his remarkable analytical and logical powers. Lincoln then told this story:

"It was my terrible discouragement which did that for me. When I was a young man I went into an office to study law. I saw that a lawyer's business is largely to prove things. I said to myself, 'Lincoln, when is a thing proved?' That was a poser. What constitutes proof? Not evidence; that was not the point. There may be evidence enough, but wherein consists the proof? You remember the old story of the German who was tried for some crime, and they brought half a dozen respectable men who swore they saw the

prisoner commit the deed. 'Vell,' he replied, 'vat of dat? Six men schvears dot dey saw me do it. I prings more nor two dozen goot men who schvears dey did not see me do it.' So where is the proof? I groaned over the question, and finally said to myself, 'Abe Lincoln, you can't tell.' Then I thought, 'What use is it for me to be in a law office if I can't tell when a thing is proved?' So I gave it up and went back home over in Kentucky.

"Soon after I returned to the old log cabin I fell in with a copy of Euclid. I had not the slightest notion what Euclid was, and I thought I would find out. I found out; but it was no easy job. I looked into the book and found it was all about lines, angles, surfaces, and solids; but I could not understand it at all. I therefore began at the beginning, and, before spring, I had gone through that old Euclid geometry and could demonstrate every proposition like a book. Then in the spring, when I had got through with it, I said to myself one day, 'Abe, do you know now when a thing is proved?' And I answered, 'Yes, sir, I do.' 'Then you may go back to the law shop,' and I went."

Could anything be better evidence of the necessity of proving your statements than that experience of Lincoln's? Your mere statements about goods do not constitute convincing proof to the prospect that he should buy. Even your facts about the goods, while they may be good evidence of the values of the goods, do not necessarily

furnish proof that the goods would be valuable to the prospect.

164. *What Must You Prove to the Prospect?* Your evidence or statements must be carefully selected. To guide yourself in the selection, consider first what is the purpose of the statements. Their purpose is to plant in the mind of the prospect such information as will *induce* reasons *for* buying and *remove* reasons for *not* buying.

Therefore, think always of the *prospect*. Do not think of the inventor, or manufacturer, or sales manager, or yourself—think of the man who is going to buy. What does he want to know? What are the questions in his mind?

A. He wants to know, first, *what your goods are.*

You must have plenty of explanatory statements regarding the essential nature of your goods. What are the materials used? What is the mechanical structure of your article? What is the purpose of it? How does it work?

B. He wants to know *what service they will render.*

You must be prepared with statements which will appeal to the five universal buying motives.

1. The motive of Money
2. The motive of Utility
3. The motive of Caution
4. The motive of Pride
5. The motive of Pleasure

C. He wants to know in *what respects your goods are superior to others of the same kind.*

You must therefore be prepared with statements to show by comparison that your materials are better, your workmanship more skilled, your service greater.

If you have fully mastered the "Knowledge of the Goods," as advised in Lesson 5, the task of selecting your reasons will be an easy one. That knowledge will furnish you with almost every reason you need. It may be added, also, that, down to the last item, that knowledge will sooner or later be needed.

Any reason, in any of the three classes, may be used at some time either as a statement of fact to arouse interest and desire, or as argument, to answer objections and create conviction. For the former purpose, they are arranged in the form of a "selling-talk," which must prove to the prospect why he should buy your goods. He must be given "reasons why."

Chapter II

The Function of Reasoning Is to Convince Judgment

165. *Reasoning and Suggestion Work Together.*—In order to prove the value of goods we use reasoning; but before we can make a sale, it is more than likely that we shall have to use suggestions calculated to reach the feelings; for a man seldom, if ever, buys anything unless he feels like it. In the next lesson we shall discuss suggestion. Here, however, we must point out

the fact that reasoning and suggestion do not work separately. They work in conjunction, supplementing one another, but in widely varying proportions. Sometimes the force of reasoning is predominant, while suggestion is at a minimum; sometimes suggestion is most prominent, while the factor of reasoning is altogether in the background. Sometimes it is a very delicate problem to distinguish one from the other.

Consider a few examples from general life. I believe a proposition in geometry because I understand the proof which demonstrates it. A consultation of time tables decides my route for a railway journey, because it tells me which is the shortest route and which is the most convenient train for reaching my destination. My vote in the fall elections is cast, let us say, after a thorough study of the political issues, with a clear grasp of their significance, and after a searching investigation of the candidates, to determine their ability and their trustworthiness. In all these cases, what is the chief deciding force? It is evidently reason.

Not that other than purely logical influences are entirely absent, but these are predominant. To some extent, the influence of suggestion is at work. There is, for example, a healthy faith in my reasoning powers. Should this faith fail, then no reasoning would set my mind at rest; not even the clearest mathematical demonstration would produce conviction. As these examples show, action may be the result of a maximum of reasoning and a minimum of suggestion.

Quite as often, action results from a minimum of reasoning and a maximum of suggestion. I may vote the party ticket because my father did so before me and because I was brought up in that political faith so well that my mind has been wholly impervious to the arguments of the opposition—I haven't even taken the trouble to listen to them. I invest my savings in a business enterprise whose only claim upon my confidence is the eloquent word-painting of the literary genius who was hired to write the prospectus—and who puts *his* earnings in a savings bank.

I rush down the streets with a hurrying crowd, although a slower pace would suit me much better. I assent to an argument when it is being presented by a man of strong personality; though, as soon as I am left to myself to think it over, I will readily perceive its hollowness. To be sure it is not all suggestion, even in these cases. Some thought of its why and wherefore undoubtedly flits through my mind. But the chief influence is the non-rational force called suggestion.

Between the two extremes here typified run most of the actions of all average, well-balanced minds. Man is a rational animal, said the old logicians. Man is an animal influenced by suggestion, say the modern psychologists. He is, in truth, neither one nor the other exclusively, but a more or less happy union of both.

The two forces work together constantly in business. Influenced by reasoning, I give an order to a certain firm because their price list proves them to be underselling their competitors on the

same class and grade of goods, or because clear-cut arguments and plain figures are presented to show that the article will earn me the money and the comforts I desire.

Or, influenced by suggestion, I buy things because the advertising is alluring, because the salesman pictures my gains from the article brilliantly—though offering not a single explicit guarantee—and because he unobtrusively slips a pencil into my fingers at the right moment and says, expectantly, "Sign here."

The salesman should be able to handle both the force of reasoning and the force of suggestion. They are two strings to his bow, and he needs them both. Any weakness in either is likely to weaken the other, while whatever strengthens one will also increase the effectiveness of the other. Reasoning and suggestion—let the tools of your craft be keenly sharpened to these twin edges.

166. *Examples of Reasoning.*—Suppose an agent comes into my office to canvass me for an adding machine. Such devices are familiar to me by name, but I have never examined one nor seen one in operation. I do not know what they are, or what they can do, and I tell the agent so. The first part of the salesman's effort must, therefore, be informative and explanatory. He can name the materials from which the machine is made, and describe its mechanical structure. Further, he can explain how it works, by punching the keys, and how rapidly and accurately it adds

in comparison with the human mind operating with pencil and paper.

Up to this point the salesman has been putting attractive knowledge into my otherwise empty head. So that now—providing his talk was lucid and well-ordered—I understand his proposition and see clearly the advantage of accepting it. Hence I tend to buy. Furthermore, I am unconsciously flattered by his use of all this explanatory detail. I feel that he appreciates my thinking powers and respects my capacity to judge a thing for myself on its merits. I tend to buy not only because I like his goods, but in order to prove him right in his favorable opinion of me.

On the other hand, if his statements are rambling and disconnected, he merely confuses me. If he talks too long, or uses too much detail, I grow weary of hearing him. My interest wanes, and with it any desire he may have started. When I reach this stage, I become nervously conscious that he is here for the sole purpose of foisting this machine upon my unwilling hands. I begin to wonder if he isn't trying to bolster up a weak case, and sell me something I ought not to have. So I tend to refuse, or, at any rate, to put the matter off, and give myself an opportunity to examine the man's reasons when he is not present to force my decision.

After the salesman has given me as much information and explanation as he thinks will help his cause, I still discover a few objections lingering in my mind. I have heard of another adding machine that will last longer, for example, or I

fear the price of this is exorbitantly high. Thus the second function of the salesman's reasoning is to remove my doubts, or objections.

He proves that no machine can possibly last longer than this, because this is so constructed that it will last indefinitely. As regards the price, he points out what expensive materials are in the machine, what complex work by skilled workmen is demanded in the manufacture, and how the machine can save me its purchase price in a few months by eliminating a clerk's wages. If properly presented, the effect of this reasoning is to obliterate all my objections. I have not a leg left to stand on. There is not a single obstacle remaining between me and the decision to buy. So much has reasoning done.

On the other hand, if the salesman seems evasive, I tend to become suspicious, believing there are no really sound answers to my objections. Again, if he is too quick and clever, if he takes the feet from under me too suddenly, I am shamed, like a person who has been thrown in a wrestling bout. I perceive that he does not respect my judgment. I am wounded, incensed, and I tend to refuse his proposition, out of obstinacy.

Suppose all the reasons have been well presented. I understand the proposition thoroughly, appreciate its possible service to me, and am relieved of all specific objections. I feel that I really ought to buy but, in all probability, I will still take no decisive action. The agent has done everything for me thus far, so I have lapsed into a passive attitude, and cannot now rise to the

effort of forming an independent decision. I sit in my chair, hemming and hawing, drumming on the table, and sighing, "Oh, I don't know." I am manifestly on the verge of action, yet something halts me. I do not get out my checkbook or offer to sign the man's order blank.

In this crisis, the only recourse of reason is to go back and present new reasons. He can tell me more about the skilled workmanship that goes into the making of the goods. He can adduce more figures to prove that an adding machine will save me money. And so on and on. But the salesman fatally errs in doing this, because my desire is already sufficiently strong, and my conviction perfect. Each new reason will only worry and antagonize me. Before they have continued long, I am pretty sure to be saying, "O well, I guess I won't take it today—no, not today. I just won't, that's all."

When the prospect's judgment is convinced, that is the point to stop reasoning, and to use suggestion for influencing decision and action.

Chapter III

Selecting and Arranging the Facts for Cumulative Evidence

167. *Use Clear, Simple Terms.*—Unfamiliar words and long, involved sentences only confuse the prospect. He will seldom ask their meaning, either, for he knows it is your business to make your meaning clear. The short word and the direct, snappy sentence are the kind that tell.

The student can learn much by studying the language used in advertisements.

168. *Be Brief and Concise.*—In your whole presentation, as well as in your words and sentences, strive for brevity and clearness. The time allowed you for talking is brief, and you must take the shortest distance between two points, your opening and your close. Also, even if you have unlimited time, too many reasons bewilder a man. The later ones mingle with and obscure the earlier until none remain clear. They also tend to make the listener suspicious of you and your goods.

169. *Be Orderly.*—(a) State one reason at a time. Don't confuse two or three reasons in a vague, ineffectual way, and don't pass on to a second until the first is strongly and sharply defined, so that the prospect will recognize its value. (b) Present your reasons in the order of their importance. A busy buyer wants to get at the main point as quickly as possible, omitting the minor details, or deferring them till later. Hence, state your strongest reasons first, or you may never have the chance of stating them at all. (c) There may be an exception to the above rule. In case of new and unfamiliar goods, where "education" is needed, it is often wise to state the easier, more familiar reasons first. This gradually prepares the mind of the prospect for the reception of the harder ones. It also helps to awaken his confidence in you by presenting things which he knows to be true.

For example, suppose a man tries to sell me a folding canoe. Ordinarily, I will reject such a proposition as comical, or unreasonable. Suppose, however, the man begins by commenting on the excellence of canoes in general for river travel. I will eagerly agree with him. Then, suppose he continues by pointing out that canoes in general have their drawbacks, in that, for shipping and for portaging through the woods, they are heavy and cumbersome. I will have to agree with him here also.

The man can then proceed to show that a folding canoe is easier to ship and portage, and therefore has some advantages for river travel. Led on in this way I can not help seeing the reasonableness of a folding canoe, and the good sense of the agent.

170. *Center Emphasis Mainly in One Place.*— Do not recite one reason after another without any connection existing between them. Rather, choose a single leading feature, and use the others to build it up and support it, thus making one strong, unified impression. The feature to be emphasized should be chosen with reference to the leading motive of the prospect. Begin by "feeling out" the prospect, for the motive or motives in control of him at the time. Then point all the reasons, so far as possible, to work upon that one motive.

Thus, suppose I am in the market for an automobile, and the motive strongest in me is the desire for comfort. Now, I can probably ride

more comfortably in a large, expensive car. But suppose an agent for a small, inexpensive car is ambitious to sell me.

Having learned my motive, he can point out that, with the money saved by buying his car, I can hire a chauffeur, thus increasing my comfort. Because his car is subject to few breakdowns, I can always depend upon it, thus avoiding worry, and increasing my comfort. Because it is a self starter I will be spared the labor of cranking, thus, once more increasing my comfort.

Here are three points which, under other circumstances, might be directed upon the motives of money saving, time saving, or labor saving. But since my predominant motive is the desire of comfort, they can all be used to build up a single unified argument, which will press upon that one motive with irresistible force.

Reasoning, as an instrument to convince judgment, should be used like a wedge. The opening point should be sharp. Then each succeeding point drives the wedge in deeper and deeper until the objections are all split apart and the mind of the prospect is in full agreement with the salesman.

171. *Chart the Reasons for Buying.*—The Hawkins Chart for analyzing the goods will enable you to get the facts needed in building up a selling-talk. It will help you considerably to make a chart, or several charts, containing the points in logical order which you are to use in convincing

the prospect. Probably no two different lines of goods can be charted alike; but points which have proved effective for one line may be utilized in selling another. Many concerns prepare selling points for their salesmen, using those points, gathered from all the salesmen, which have proved most effective with the majority of customers. The Brown Shoe Company of St. Louis, Mo., supplies its salesmen with a manual containing several helpful charts. The chart on page 120 gives selling points to convince the customer that it will be profitable for him to stock up with the entire line of Brown shoes. The chart on page 121 shows the salesman how to serve the customer by convincing him that he can make money on the Brown line of shoes. Study these charts carefully and formulate others applicable to your own line.

172. *The Brown Chart Giving Reasons for Concentration on One Line of Goods:*

What Concentration on One Line Means to Merchant

- Stock worth 100 cents on the dollar at all times. — Prevents a big accumulation of odds and ends that would be stickers. Stock always clean and in healthy condition.
- Buying from one salesman instead of half a dozen or more. — Saves your time—you don't have to look and inspect a number of lines. Keeps you from over-buying.
- You are a big man with one house—not a non-entity with a number. — This means you can establish a strong line of credit, and be a big, progressive merchant.
- Easy to size up. — Only one order has to be made out, one invoice to be checked, one bill to be paid. — Saves more of your own and your clerks' time.
- Means less capital and smaller stock needed to run business. — Frequent turnover of your stock means a profit. Use your surplus capital for other purposes. — Brown's lines will give a more diversified showing on less capital than a number of lines from different houses'
- Advertising pays larger dividends. — Only one line to push at less cost and more effectively than with several lines. You get for your own store all the local prestige that Brown's nationally advertised shoes have in your town. You get advantage of all our strong, effective advertising and sales plans.
- Destroys customers' confidence to have clerks try to sell many different lines. — Your selling talk is weakened when its strength is divided among several lines.
- Will stamp the merchant and store as alert and up-to-date. People like to buy nationally advertised goods, merchandise that a large, responsible corporation makes.
- Will bring people to your store to buy shoes and who, in turn, will buy other goods.
- Brown's lines, made in fourteen specialty factories, offer you a shoe for every purpose.

173. *The Brown Chart Giving Reasons Why the Prospect Can Make Money on Brown Shoes:*

Show Mr. Merchant How He Can Make Money

By Careful Buying

- Small stock.
- Specific stock.
- Concentration in buying one line of shoes.
- Frequent "mail orders."
- Anticipating advances and new styles.
- Keeping complete stock of sizes.
- Selecting less kinds and more sizes.
- Buying futures ahead to conform to business so will have merchandise when "public" demand same.
- The goods it pays to handle are the goods which go fast.
- Mr. A has built his business to the point where he averages a $1,000 sales a day in a little store forty feet square—a gross business of more than $200,000 a year.
- In this little store he keeps a wider variety of goods, and makes more real net profit, than most stores with five times his space and ten to fifteen times his capital and expense.
- The secret of his success is the small amount of stock which he carries and the frequency with which he turns capital.

By Quick Turnovers

- There is a chain of stores in St. Louis, which, through careful buying, succeeded last year in turning its entire capital fifteen times. This is an impossibility, except under scientific management, which means simply the "keeping" and "using" of facts instead of theories. Brown Shoe Co. are turning their stock eight times this year.
- The man who started in business with $5,000 and buried half of it in the ground, was better off than the man who buries half his capital in dead stock which doesn't move.
- The man who buried his money in the ground didn't pay the profits he made on the other half to keep it in the ground; the man with half his capital in dead stock has to pay rent and all of his cost of doing business to keep his dead stock on the shelves.
- A man with a $10,000 capital and who makes a profit of 6 per cent on it will make $600 a year, if he turns his stock but once; if he turns it twice, he will double his profit, or make $1,200; if he should turn his stock five times, he is going to make five times as much money. Another advantage: a quick turn-over means a fresh stock, while a turn-over once a year or so will mean a good deal of the stock becoming shop-worn and worth but a fraction of its original value.

Chapter IV

Don't Argue

174. *The Difference between Argument and Arguing.*—As used in this course, argument means the reasons offered in proof of the value of goods or the service which they will render in fitting into the need of the prospect; while arguing means entering into a debate or a controversy or altercation with the prospect. Argument is constructive; arguing is destructive. Argument, by its very nature, implies a combat. You are trying to remove one set of ideas from the prospect's head and to slip in another set in its place. You are fighting against his lack of conviction and his reluctance to pay you his hard-earned money.

Now the consciousness of antagonism is exactly the one of all others which you are least desirous of creating. Your two minds can never harmonize while you are fighting; and even if you win every point in the debate, it is not as if the decision could be given by an impartial judge, for the prospect, in his heat, remains of the same opinion still. He may concede the superiority of your wits, but, just the same, his purse is his own, and he will not accept your goods.

You must, therefore, do everything in your power to avoid this implication of hostility or combat.

For one thing, you have to credit him with good sense and intelligence. Assume, or seem to assume, that his mind is as energetic as your own—

at the same time taking care not to "shoot over his head"—and that on every subject save this one alone, he knows fully as much as you do. By reason of your position you happen to have thought a little further along this one line, but, given half a chance, he will catch up to you in no time.

Remember, you dare not, in most instances, boldly override the experience and opinions of your prospect. He may be older than you and feel that his age deserves respect. He may be of the hard-headed kind, or the kind with pride in his judgment. He may be a man who never is s*old* anything, but who always *buys*.

Whatever type the man is, do not presume to change his opinion of himself. That is not your business. Your business is to change his opinion of your goods. Therefore, let your attitude from the first to last express a genuine respect for the man's personality and his opinions as they are.

More than that, you must entertain toward the prospect a genuine friendliness. You do not wish to humiliate him in an argument. You do not wish to trap him in the argument in order to cheat him in the sale, or to sell him goods which he does not need. Your arguments are friendly arguments. You want to convince him for his own good. You strongly desire to do him a service which will augment his happiness, and for which he will sometime heartily thank you.

175. *If the Prospect Is Right, Acknowledge It.*—Do not be afraid to *concede* something. If the man's objections are good ones, tell him so.

To deny them would not convince him; on the contrary, it would probably confirm him in his belief, and undermine his confidence in you, besides. But if you frankly admit that he is right, he will be pleased, and will feel disposed to admit something for you. By giving way on a small, unimportant point, you may often gain a larger one. You may gain a sale which would otherwise be absolutely impossible. *"It is cheaper to lose your argument than a good customer."*

176. *Two Ways to Handle False Statements.* When the man's objection is a false one, it is your duty to remove it. Students are sometimes advised never to answer objections squarely. This, however, seems a dishonest policy. Objections are often raised in all sincerity by men who need further information, and who cannot conscientiously buy until the information is supplied. If you fail to answer, you will miss a chance of destroying a real obstacle to the sale. You will also, in all probability, incur suspicion or dislike.

It is a good rule, therefore, to answer objections directly. But in doing so, take care to maintain the *respectful, friendly* attitude.

Again, do not answer too glibly or sharply. Some salesmen give an impression of being overtrained. They shatter an objection before it is well off the tongue. There is danger that this will wound the feelings of the prospect, who has been maturing the objections in his mind for some time, and who confidently expects to floor you.

A man's objections are precious to him. They are a part of himself. You must therefore accord them the consideration which he feels is their due. Think a little before you answer. Let the prospect believe he has touched upon something vital. Even if you have at your tongue's end words which will bring him down instantly, let him believe that his question is hard to answer. Your proof should be absolutely thorough and convincing in the end; but, by this precaution, you will promote the man's self-respect and his good feeling toward yourself. Make your answers thoughtful, informative, cordial, and you need not be afraid to strike direct at any objection that may be raised.

Sometimes, it is inadvisable to attempt to answer a false argument. The buyer may *think* he is right, and, if you stop to show the falsity or foolishness of his statement, you risk hurting his pride. That will rankle in his heart and cause an unexpressed dislike for you and a consequent refusal to buy. The best way to handle such a situation is simply to ignore the objection or statement and go on to presenting your own arguments. If the statement cannot be "side-stepped" easily, you can say something like this, "Yes, I see your point and I'll be glad to answer it in just a moment. The point I am making now is this." Then go on with your presentation and, in the course of it, bring out whatever is necessary to answer the objection or false statement made by the prospect. In this way you avoid showing him directly that he is mistaken. He will learn that himself from your selling-talk.

Whether you concede the man's objection, or answer it, get away from it as soon as possible. In the first case, the man undoubtedly has a point against you; in the second, for all your care, his feelings may be more or less hurt; and neither of these conditions is conducive to buying. Therefore, as soon as the objection is disposed of, hasten on politely, but firmly, to new reasons in favor of your goods. These he will be likely to concede, because you have conceded something to him; or, he can accept them without humiliation, because he has voiced no objection in reference to them. They will thus shift his mind from its negative state into a positive state. They will make him forget all the unpleasantness of combat. As positive reasons, not arguments, they will more and more quicken his desire, and carry him on to the place where he must perforce agree to close.

Chapter V

Fallacies to Be Avoided

177. *The Fallacy of Talking Too Much.*— The "gift of gab" is not altogether a happy one for a salesman unless he has learned when to stop. Many a sale has been lost because the prospect was talked into desire for the goods, then talked out of taking action through sheer weariness at listening. An avalanche of talk may do nothing more than bury all inclination to buy. It is a mistake to think that you must present your entire

bag of reasons to each prospect. The aim should be to use just as many reasons as are necessary to produce conviction. The more points you bring up, the greater opportunities you offer for the prospect to see objections.

The effort of a good designing engineer is to produce his machine with the fewest possible number of working parts. Each additional working part affords that much more chance for breakdowns. So the salesman should put the smallest possible number of arguments in his selling-talk that will get what he wants—conviction. He can tell when that is accomplished by observing the instructions which will be given in later lessons. Don't talk too much.

178. *The Fallacy of Not Talking Enough.*—The salesman is always between two precipices; he falls into one when he talks too much and into the other when he talks too little. There is a bridge over each precipice, however—the bridge of "common sense." If you know how to judge human nature, how to size up men, you will know how much and how little talking to do with each prospect.

You should not make the mistake of taking it for granted that a man knows the facts about your goods. If you do, you will probably not give him sufficient information. Some men are taciturn; they are naturally reserved, they will not open up and tell you that you are not making yourself clear. They will not ask you any questions. The only way you can determine how much they know

or apprehend about your goods and proposition is to draw them out by questions.

One prospect grasps your argument even before you finish it. Another needs to have it repeated several times in different ways and from various angles. It is the salesman's job to know his man, to know how his mind works, and to talk just enough to get his argument across. You will fail if you don't talk enough.

179. *The Fallacy of Opposing a Man's Judgment.*—People who pride themselves on their own judgment and good sense can always be swayed by reasoning. They abhor the idea of being "fooled," or of being blindly led, even though the result is favorable to them. They prefer to make you "show them"; to feel that their buying is being done cautiously and sensibly; to be able to say that they think an issue through for themselves, and, after weighing its merits, decide for or against it on their own initiative.

Everyone, no doubt, harbors a measure of this pride. But it is decidedly more prominent in some than in others; and, since the trait quickly betrays itself in the words and expressions of a prospect, the salesman will readily get his cue. The loftiest pride of judgment, by the way, is frequently coincident with the smallest power of real judgment.

Hard-headed customers, too, have to be won with arguments. These are the men who, whether proud of the fact or not, are really gifted with a discriminating sense of values. They know what qualities your article ought to have in order to

deserve consideration, and, as soon as you commence your speech, the thought of these qualities appears in their minds as questions or objections; and some of them may be expressed openly in words. Strong, honest reasoning, and plenty of it, is the only weapon effective with this type of man. Professional, or experienced buyers, nearly all belong to the type. The others can usually be recognized by the good sense and keenness of their questions.

You will find men who are rank egotists and men who are plainly conceited; but you must cater to each class. You must take the man as he is, not as you want him to be. The weak spot in each of these men is his strong trait. That is not a contradictory statement. You will win the egotist by admiring, tactfully, his judgment and catering to it. You will win the conceited man by tacitly yielding to his spurious wisdom. It is a mistake to antagonize either.

180. *The Fallacy of Trying to Reason a Man into Buying What He Doesn't Need or Can't Pay For.*—There are only three reasons for a man's not buying your goods, namely:

First: Insufficient knowledge of the service which the goods will render.

Second: Lack of money to pay for them.

Third: Inability to use the goods for any purpose whatsoever.

It is a mistake to attempt to close a deal as long as there is an objection in the mind of the pros

pect. The salesman must impart sufficient information to clear up all doubts.

It is a mistake to attempt to close as long as the prospect feels that he cannot pay for the goods, or really is unable to pay.

It is a mistake to attempt to close as long as the prospect feels that he has no use for the goods, or really cannot use them profitably to answer any of the motives mentioned in Section 164.

These and other fallacies which you will encounter in presenting your arguments can all be met or avoided by the salesman who prepares himself adequately and intelligently.

181. *Be Reasonable in Proving the Value of Your Goods.*—If used in the way here outlined, reasoning will ordinarily conduct a prospect up to the very point of purchase. In the hands of a good salesman, it will remove almost any conceivable obstacle that can stand in the way of a sale.

At the same time, you must have observed how the force is compelled to work, at every step, under set conditions. We have asserted that reasoning can "do this and that," but we have always had to add, "providing it does thus and so." Reasoning creates interest and desire—providing it is lucid and flattering, instead of confusing and wearisome. Reasoning dissolves objections—providing it deals with them gently. Reasoning is in some degree effective at every stage of the way—providing the prospect can see that the salesman earnestly desires to do him good service.

In short, reasoning can perform miracles of salesmanship, and yet it is everywhere qualified. And what qualifies it is the force of suggestion. Men seldom or never coldly reason a subject through from end to end. In buying, they do not rationally weigh the pros and cons against each other, as in a pair of scales. All the way along, they are subtly influenced by suggestion. Suggestion, more often than not, says decisively what the effect of the reasoning shall be. And at the last step of the sale, that of closing, reasoning sits helpless, waiting for aid—and the aid it waits for is suggestion.

However, a prospect does not buy until he is first *convinced* that he ought to buy because he can derive profit or pleasure from the goods; and conviction (which is the same as saying that he is convinced) must precede *desire*. On your chart showing the Mechanics of Salesmanship, in Lesson 2, the third Element in making a Complete Demonstration is Conviction. The purpose of the demonstration is to convince the prospect that your goods are what he needs—that they fit one of the buying motives—so that he will want them (will desire them), and will buy them. Reasoning, when correct, convinces judgment; suggestion, when rightly used, induces desire and secures action. First, *prove* the value of the goods, and the rest follows naturally.

Part II: The Salesman

SELLING IDEAS NOT THINGS

Chapter I

Ideas, Right or Wrong, Sway Action

182. *The Incalculable Power of an Idea.*—In a preceding lesson reference was made to the great value of radium. The primary reason for its value, of course, is its scarcity and the difficulty of manufacturing it. There is, however, another side to the question. While a quarter of a million dollars may seem like a very large sum of money to pay for two and a half grams of radium, yet it is a very small sum, after all, when you stop to calculate the life of the radium and what the cost per year will be, distributed over its life.

Scientists tell us that a piece of radium, no matter what its size, will last 3,600 years. It will not last that long without diminishing in size, because it is expending itself, or giving itself off, all the time. There is not one single second of that 3,600 years that the piece of radium is not giving out part of itself. It will, therefore, require that long stretch of years for it to exhaust itself and become extinct. If then, the state of New York shall continue to exist as long as the radium which it has bought exists, it will have cost the state just about $70 a year. It must now be remembered that, during each of these years, that bit of radium may be the means of curing hundreds of human

bodies. The power of radium for doing good to mankind—for curing the human body of several virulent diseases—is incalculable.

You must understand, also, that radium is both constructive and destructive. If, for example, a person with cancer is subjected to radium treatment, the emanations from the radium destroy the cancer. But they will, at the same time, destroy skin and muscle and bones not affected by cancer. They will utterly destroy the perfectly healthy flesh of the doctor if it is not thoroughly protected by coverings. Radium, therefore, is both good and bad as results are helpful or hurtful.

A single idea may affect the entire world with infinitely greater results than a bit of radium can affect dwellers in the state of New York during 3,600 years; and that idea, instead of growing less and less year after year as the radium does, will grow larger and more powerful as it spreads around the globe. The idea, too, is not *limited* in its life. It may continue through thousands upon thousands of years, working both good and evil to mankind, depending upon how man *interprets* and uses the idea.

183. *Ideas Are Valueless Unless Used.*—You have already studied the process of making ideas and know that an idea is purely a mental product. It can be of service to man only as he gets the idea out into action. The idea may take shape in the form of a new invention or it may embody itself in a bold manufacturing enterprise, giving employment to thousands of men and women. An

idea, nurtured in the mind of the former emperor of Germany, produced a world war—a war whose cost can never be calculated. On the other hand, several ideas, which fell from the lips of a very learned teacher in a little country along the Mediterranean Sea, some two thousand years ago, have affected the lives of millions of men, women, and children for the better. Unfortunately, too, misinterpretation of those ideas has caused wars, persecution, suffering, hate, and enmity all but unbelievable.

It is a fact that ideas, right or wrong, control the actions of men. The *direction* in which a man is influenced depends upon how *he* receives the idea, how he interprets it, how it agrees or disagrees with other ideas in his own mind, and how his emotions are affected by the combination of the new idea with his old ideas. The mind of man, as we have already shown, is a very complex affair, so we must be very careful as to the kinds of ideas which we plant in another man's mind.

There are two and only two fundamental laws of life which bear on this point, namely: (1) the law of *personal responsibility,* and (2) the law of *moral obligation.* We are personally responsible for our ideas and for conveying them, and we are under moral obligations to convey only *right* ideas. We may not be able to prevent ideas from flashing into our minds but *we are responsible* for those which we permit to abide. There is no way of side-stepping our moral obligation for the kinds of ideas which we pass on to others. Under the unyielding law of nature, we—each of us—must

stand responsible for our ideas when they get into action. There is no "passing the buck" here.

Chapter II

The Salesman—An Idea Maker for the Customer

184. *You Sell Ideas, Not Things.*—We buy a thing because of *our idea* of what it will do for us or what we can make out of it in profit. The idea which we get of its value or profitableness depends upon how clearly and sharply the salesman has put across his own ideas.

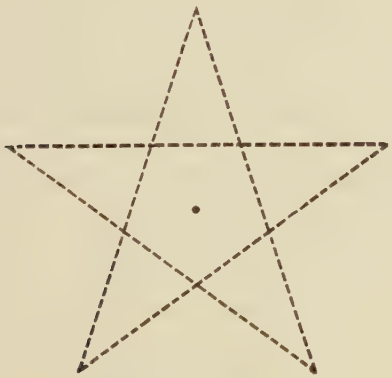


Illustration No. 17

Take, for example, a large star—Illustration No. 17. Look fixedly at the dot in the center while you count sixty slowly. Now lift your eyes and look upon a bare wall, preferably a white wall.

Look intently at one spot on that wall, an imaginary spot, if you please. In less than half a minute there should appear on the wall a star much larger in size than the one in the book. It will be a dim star, however, and perhaps it will not appear at all. After looking at the wall for about a minute, turn back to your reading. If you saw the star on the wall, it was a reproduction of the very tiny *image* of the star thrown out from the sensitive plate of your eye. Now turn over to page 139 and you will find another star with very much blacker lines (Illustration No. 18). Look at it fixedly for one minute; then look at the wall once more. There should appear upon it, in less than half a minute, a very pronounced star. If you look at the wall for, say, a minute and a half, the star will appear and disappear several times. The reason for the vividness of this second star lies in the deep black lines with which it is printed in the book.

In very much the same way, the vividness of the image which you transfer to the mind of the customer, in selling your goods, depends upon how *deeply* your idea cuts in. If your selling-talk is weak and hazy, your prospect will get a hazy, uncertain idea about the goods. If your selling-talk is clean-cut, sharp, and full of good reasons why he should buy, then the impression the prospect gets is distinct and accurate. You, yourself, *make* the image for the prospect. He *does not* make it; you make it. It is *your idea* of the goods which is transferred to the mind of the prospect and not the goods themselves. We have made

this statement before and we shall make it again because it is vital. It is just at this point that so many salesmen fail. The reasoning must be clear and it must be *stated* clearly, or there will be a hazy impression which cannot create desire.

185. *Visualize the Value of the Goods.*—You must do with your goods what you did with the black lined star, namely, get a clean-cut, sharp impression and pass it along to the prospect so that he, in turn, can visualize your idea of the goods.

We have just said, in the previous section, that you sell ideas, not things. Here is an example. In one of the large cities there is a mail order house which sells jewelry only. A few years ago it had something like 1,900 salesmen. These men were really local agents in the various communities throughout the country. The house supplied the salesmen with catalogs. It was a purely house-to-house selling proposition. The salesman, after getting into a house, would open up his catalog, *printed in black,* and proceed to describe the beauty of the various pieces of jewelry. He would tell the woman how glorious a diamond would look on her finger, and how brilliant would be the coloring of a sapphire or a garnet ring. Maybe it would be a brooch that he was describing, and he would tell of the beautiful coloring of the stones in it. This mail order house did a very large business and issued thousands of catalogs so that the salesmen might leave one in each home visited. One day, along came a salesman from a printing house which hitherto had not been able to secure

an order for printing from this particular concern. He must have used superior selling methods—good methods—because he secured a $10,000 order for catalogs to be printed in *colors*. When they were finished, they certainly presented a handsome appearance. The little old catalogs, printed in black, which had done service for so many years, were cast into the discard and the new catalogs were sent out to the salesmen. To their surprise, however, and to the surprise of the house and the printer, business dropped suddenly. The salesmen began to lament the fall down in orders and attributed it to the lovely catalog. No one could understand it until an advertising man applied his knowledge of psychology and gave them the solution.

Both the printing salesman and the mail order house had failed to take into consideration the *imagination* of women. When using the old catalogs depicting the jewels in black lines, those lines streamed out from the jewels in the rings and brooches, suggesting the sparkle and brilliancy of the jewels. As the salesmen described the beauty of each of the jewels, the imagination of the women would *picture* it. She could *see* the ruby, in its redness and glory. She could see the garnet with all of its glistening. She could see, or visualize, the deep green of the emerald or the beautiful blue of the sapphire. But when the new catalog, printed in *all the colors* necessary to depict gems and jewelry, was presented to the woman, she no longer *used* her imagination. She saw the jewels exactly as they were *printed* in the catalog;

and no colored ink could possibly convey the color and sparkle of a jewel. It was dead, it did not have the glow of life; so she would not purchase it.

186. *How Imagination Uses Ideas.*—The prospect's imagination works in very peculiar ways, sometimes, and the salesman must be on the

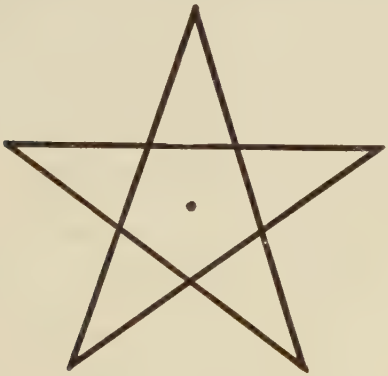


Illustration No. 18

alert for these peculiarities. For example: A salesman had been demonstrating a new office appliance to a prospect. It was a useful piece of machinery for any office. The salesman had brought the prospect almost up to the point of making a decision. He was favorably impressed. Every objection apparently had been overcome. All that was needed was to push the prospect over the line. As a clincher to his argument, the salesman said, "One of the fine things about this little machine is that there is scarcely anything about it that can get out of order." Immediately the

prospect shut up like a clam, and nothing that the salesman could say brought him around to a favorable attitude again. The salesman was naturally disappointed at having lost the order and he decided to find out, if possible, why he had failed. In a round-about way, through a fellow salesman, he found out where the trouble lay. It seems that the prospect had actually made up his mind to buy, and was on the point of saying so when the salesman uttered that sentence about the machine's not being liable to get out of order. Then the prospect remembered another appliance which he had been persuaded to buy. He had had so much trouble with it that he had declared he would never buy another machine for the office. Nothing in the selling-talk of the salesman had stirred up the memory of the other machine until he let out that one little sentence which killed the sale.

Every idea which you give to the prospect ties up with other ideas; and you should never give him any idea which would, in any way whatsoever, induce a negative reaction. Put *positive* pictures in his mind and not *negative* ones. Visualize in your own mind all of the positive values of service or of profit to be obtained from the goods by the customer and put into his mind the same images that you have in yours.

Chapter III

The Satisfaction of Convincing and Winning

187. *Obstacles Make the Game Worth While.* Every man who enters a contest expects obstacles. Indeed, a contest means exactly that—the overcoming of obstacles. The runner must cover a certain distance in minimum time. The athlete in a hurdle race has a given number of hurdles to *jump* before he reaches the tape. In golf there are hazards and bunkers and other impediments to progress. Practically every great leader in business development has forged ahead only after overcoming seemingly insuperable difficulties. Such men were told, again and again, that *it could not be done.* The very fact that other men could not do a thing became an incentive to the man who *felt* that *he* could do it.

There is tremendous satisfaction in winning. The harder the task and the greater the obstacles, the more acute is the satisfaction in winning. Obstacles really make the game worth while. Without them, there would be no lure of the game for red-blooded men.

There are three facts about every particularly hard contest which are worthy of your careful thought.

First, every unusually hard contest requires *special preparation and practice* on the part of the contestants. Don't lose sight of this fact. The more difficult the contest, the greater the necessity for special and long preparation.

Second, this special preparation gives to the contestant an *unusual ability that is his own personal gain from the preparation.* While the contest itself is the immediate *occasion* of the increased ability through this preparation, bear in mind that the improved or increased ability is his *own* possession after the contest is over.

Third, there is far greater honor and also a larger measure of personal satisfaction in winning that which has caused us a great deal of personal effort. Large monetary rewards go to the salesmen who have overcome greatest obstacles in order to close big deals. Think again of Horowitz.

188. *When Is an Artist Satisfied?*—The stock answer to that would be, "NEVER." The artist may be well satisfied when he has completed a picture or statue; but he is not satisfied to let *that* be his best work. There is always before him something better to be done. That is the mark of the true artist; he is *never* satisfied. The supreme thought is to make something better.

You, too, as a modern salesman should never be entirely satisfied. There is immense satisfaction, to be sure, in having put over a sale in the very best manner possible and to the profit of everybody concerned. Perhaps there is no other contest in life that affords such great satisfaction to the victor as a contest between two minds. Any salesman can testify to the extreme pleasure felt in walking out of an office with an order, after he has been on his toes for an hour, turning aside objections or answering them completely, and

eventually convincing the buyer and getting his order. There is a satisfaction in the outcome entirely apart from the commissions or the salary earned. Indeed, as has been said to you before, the question of how much money a man makes on a deal should not enter into the problem at all. The goal is to *convince,* to win, to get the order; the money recompense comes as a part of that winning. No one ever enters a contest for the sake of winning a *medal,* costing around two dollars; or a cup which may cost even ten dollars or more. It's the winning—the crossing of the tape —that counts. A laurel wreath satisfied the Greek Olympic victor.

Your work as a salesman, both in preparing for a sale and during the process of the sale itself, calls for intense *concentration*—exactly as a high jumper concentrates every thought of his being on one thing, to get over the top of the rod without knocking it down. The great enemy in your selling-talk is "scatteration" of thought, diffusion of thought, spreading it out too thin. Learn to control your own mental powers so that you can *focus* them on *one thing at a time.* Concentrate your *thought,* then concentrate *yourself*—your ideas and your feelings—upon one objective during your selling-talk, namely: to *convince* the prospect and get his order in the best, easiest, and quickest way, satisfactory to both. There can be no real satisfaction nor lasting pleasure until you have done your best. Less than one's best is unworthy of any man's ambition.

Chapter IV

The Vice of Jumping to Conclusions

189. *Unsound Judgment Wrecks Business.*— The annual reports of failures in business, in the United States and Canada, as put out by Bradstreet and by Dun, show that the majority of failures are attributable to *bad judgment.* Bad judgment is indicated when a man *jumps to a conclusion* instead of reaching it in a normally sound way, according to the rules of evidence or of reasoning. It is the business of the salesman to see to it that his prospect reaches *right* conclusions and that his judgments are right and sound. It will, therefore, help you to know that unsound judgments are caused by one or more *failures* on the part of the man.

190. *Reasons for Wrong Judgments.*—

1. Failure to get the facts. A thoroughly reliable judgment cannot be rendered unless *all* of the facts are in hand. Even one *seemingly* unimportant fact, if omitted, may cause failure. A single air pocket, lying unseen in a cast iron pillar, has caused that pillar to collapse and to bring down the entire structure in ruins. It is your job to give your prospect all of the facts necessary for him to reach a right conclusion.

2. Failure to give attention to the facts. Possession of the facts, alone, may not insure right judgment. Attention must be given to the facts; they must be considered. It is your job, not only to convey to your prospect clean-cut ideas,

but to see to it that he *gets* them; that he gives *attention* to your presentation, else his judgment cannot be rendered accurately. His inattention will cause you the loss of an order.

3. Failure to interpret the facts correctly. No single fact should be interpreted alone. It must be considered in its relationship to all the other facts about the goods. Also, the facts about the goods must be considered in relation to other goods, or to other departments of the factory than the one in which the goods are to be used. We must consider facts in their *relationships* before we can reach a sound conclusion. It is the salesman's job to serve as *interpreter* for his customer. He is not merely to *present* the facts, but to show their relationships—to interpret them for him.

4. Failure to accept the facts. Of course you cannot *make* a man accept your facts. That is up to him, but you can put them before him so clearly and so accurately that he is obliged to accept them *within* himself whether he *acknowledges* them or not. There is one supremely great enemy to good judgment and that is *prejudice. Prejudice is an unwillingness to accept facts;* even an unwillingness to consider them, because we have *pre-judged* the case without the evidence. Any man, no matter what his intellectual status, who refuses to consider a proposition or goods merely because prejudice prevents him, is a fool. There is no other word that describes him. The prejudiced man is a hard proposition to deal with;

but there is a way, very frequently, by which his prejudices may be overcome. You will most likely find that way to be a roundabout one rather than the direct method. The best thing for you to do for yourself personally is to throw that trait of prejudice out of your mind. There is no good reason why any man should have prejudice. Prejudice means a lack of ordinary intelligence. The really intelligent man does not pre-judge anything. He gets the facts. He is open-minded. The closed mind has built its own tomb.

191. *Checking Up Your Judgment.*—The matter which should be of supreme moment to the salesman is that his own judgment should be sound. Your own conclusions about everything in life and in your business should be based on facts. As you have already learned, the purpose of studying the goods is to *get all of the facts* about them. The purpose of writing out a selling talk in a logical manner is that you may present the facts to the prospect in the *one best way* to reach his consciousness, get right judgment, and, therefore, secure an order.

Bear in mind that every one of the nine steps in the Mechanics of Salesmanship calls for the exercise of judgment on your part. When you fail in any one step, your judgment is at fault unless the sale was impossible from the beginning.

The thing for you to do then is to check up your own judgments. The only way you can do it is to keep tabs upon your work, day by day. In Illustration No. 19 you will find a suggestive chart

Date	Prospect	Preparation	Attention	Interest	Conviction	Desire	Result			%
1920 6/17	J. G. Mowry	Inadequate 60%	Variable 50%	Weak 40%	Small 25%	a little 10%			=	37
"	Peter B. Nash	Good 90%	Fine 95%	100%	100%	100%	+			97
"	F. M. Hayes	Poor 50%	Fell Down 0					O		10
"	Wm. F. Beech	O.K. 95%	Good 90%	Strong 60 Competition	60%	50-50 with comp.			=	69

Illustration No. 19

The symbols under "Result" are to be interpreted as follows: The + sign means an order; the O means failure; the = sign means a possible order in the future. If you get an audience, but make an appointment for later demonstration, indicate it as you please and credit yourself under "Preparation" and "Attention" with resultant percentage in last column.

The "50-50, with comp" under "Desire," on chart, means that you have an even chance against a competing article. It is a good plan to keep permanent records of calls. Use a ruled blank book 8½" x 11". Enter necessary data about each prospect and your results, then draw a horizontal line across the page to separate those entries from the next prospect. Be fair in grading yourself, then proceed to correct your mistakes. You will grow in power daily.

which you may adapt to your own needs. Make your chart larger than this one with wide-spaced lines for notations and fill it in every day. At night, perhaps, review your day's work. Think back over each point mentioned in the chart and apply it to each customer or prospect whom you met. Recall the interview which you have had with each man and give to yourself the percentage of perfection or imperfection which you think you ought to have on each point. Thus you will be able to locate many of your faults and to correct them. Faults are apt to creep unawares into our selling-talks and into our demonstrations. There is nobody to correct us but ourselves. If we do not check up the faults we are apt to continue them and not know what they are. Many salesmen have followed this plan, say, for a month and have been able to put their fingers on the places where they have fallen down. Try it on yourself and you will note continuous improvement; therefore a larger and more satisfactory service and income. You will be *sure* of yourself each day and will not jump to conclusions.

Chapter V

Be Thorough

192. *"Getting By" or Going Through, Which?* Many a young chap has said, "I may not be any wonder, but you can bet I always just manage to "get by." "Getting by" is another way of saying that the work has been *slighted;* that it was done

as poorly as it could be done so that the man could get away with it. That attitude seems to be one of the curses of this age. The man whose motto is merely to "get by" never rises above the average. He remains in mediocrity. If you have decided to be more than just the average man, or the mediocre man, you must do more than get by with your job—and that requires *thoroughness.*

Thoroughness means that you are to do your work the *best it can be done,* not merely the best *you* can do it the *present* moment. If there is a better way to sell goods than the way in which you are now selling them, it is your job to find out that better way and to be thorough in mastering it. There is a vast difference between merely getting by and *going through.* Getting by carries an implication of going *around* something, not being willing to tackle the hard job. Going through means that we *overcome* every obstacle. In other words, we do not *recognize* obstacles as insuperable. We either go over them, or we go through them, or we smash them. While it may not be wisdom for you to claim that your goods are the *best* on the market, it is certainly wise that you should do your work the best that it can be done.

193. *Thoroughness Requires Accuracy.*— Mathematics is the only pure science. It calls for absolute accuracy. You cannot get the correct answer if you have made a mistake anywhere in the problem. Your selling-talks also should be absolutely accurate. Reason requires accuracy. Logic should be just as accurate as mathematics.

You would not, of course, lie about your goods, but an *exaggeration* is equal to a lie. The temptation of many salesmen is to exaggerate; to deal in large figures and terms. Naturally, they wish to make the best sort of impression upon the prospect. Exaggeration, however, is not the way to make it. There is a backfire to all exaggeration and the salesman himself is the one who suffers. He may get burned.

Accuracy in *getting* your facts about the goods, accuracy in putting your facts into your selling talk, accuracy in carrying your facts into the mind of your customer, accuracy in the things that you tell him about the goods as to their value and service entails *thoroughness*. The thorough salesman is the superior salesman. He is the *reliable* salesman. That is to say, the prospect can rely absolutely on the salesman's statements and feel perfectly sure that he is right in buying his goods. Be accurate and thorough, and satisfied with nothing less than both. In that way shall you be able to convince men by the appeal to reason and with the ideas which you stamp into their minds.

Questions for You to Answer

1. What is the means used for convincing the prospect?
2. What must you prove to the prospect?
3. Give the essential differences between reasoning and suggestion.
4. Have you studied carefully the two charts used by the Brown Shoe Company?
5. State the difference between argument and arguing.
6. In what two ways may you meet false statements made by a prospect?
7. Name the four fallacies to be avoided.
8. What are the three valid reasons which prospects might give for not buying?
9. Recall from your own experience or reading some ideas that have been valuable.
10. What are the two fundamental laws of life relative to forming and giving out ideas?
11. What value is attached to the ability to visualize goods and the service they can give?
12. Is there satisfaction to you in winning a hard contest?
13. Have you fixed a goal with which you will be satisfied?
14. Give the four reasons for bad judgment.
15. Are you going to keep tabs on your judgment for, say, a month?

Lesson 8

Part I
MAKING THE GOODS DESIRABLE

Part II
CONTROLLING THE FEELINGS

Part I: The Sales-Process

MAKING THE GOODS DESIRABLE

Chapter I

Reason and Suggestion Compared

194. *Suggestion Rouses Desire and Gets Action.*—In Section 165 it was pointed out that reasoning and suggestion work together for a common end. Reasoning is used to convince judgment, while suggestion wins the feelings and gets action. It will be well for you, before proceeding further, to turn back to Section 165, in Lesson 7, and read it again.

Suggestion is an *aid* to reasoning. It supplements arguments, it puts life and attractiveness into your picture, and it is the direct means of quickening imagination. You are selling peaches, let us say, of a new type and with unusually fine flavor. You describe them to the prospect and tell him all about the history of the new peach and the extreme care used in raising it. You expatiate on the color and uniform size, the keeping qualities, and the profit to be made. Now, break one of the peaches in two and hand him half. As he bites it and begins to chew, say: "Isn't that delicious? The finest thing you ever tasted, isn't it?" And he will say, "Yes." You have used suggestion, first, in letting him *taste* the peach; second, by putting the idea into his mind that it was the *finest* peach he had ever tasted.

Suggestion changes the character of reasoning; lifts it out of the realm of pure information-giving, or cold, mathematical proof, and lends it warmth, color, emotional value—in short, makes it *good* reasoning. We may touch the subject lightly here, however, because the characteristics of good reasoning have already been described.

You can make your statements of fact attractive; you can make your arguments sound friendly, cordial, and persuasive, so as not to incite the man to hostility or combativeness; you can so frame your statements and arguments as to disarm the man's opposition and force him to accept them—for instance, by using such phrases as "Now, as a fair-minded man, you will agree," or "Any man, who thinks carefully on these matters, will agree, etc."; and finally you can shift the contentious customer away from the argument on to a safer and more positive line of thought.

Suggestiveness in reasoning deserves long and thoughtful study. But, after all, your *attitude* is the safest trainer for your speech in this regard. Be sure that you feel respectful, friendly, and cordial toward your prospect, and, at the same time, confident and enthusiastic, and you can scarcely fail to frame your reasons in the persuasive, "suggestive" manner.

195. *Suggestion Is More Effective with Some People Than with Others.*—A professional buyer is apt to pause and examine every idea, demanding its credentials, before he lets it go into effect as belief and action. The man who takes pride in

his own judgment does the same. These types are *not* so ready to be influenced by suggestion.

The young are more readily influenced than the mature, because their fund of knowledge on a given subject is smaller. Women are, in general, more liable to succumb to suggestion than men, because they are impatient of deliberate processes, and like to reach a conclusion quickly. In business transactions, the common citizen is more easily swayed than the professional buyer. Fatigue increases susceptibility, as shown by laboratory experiments. Intoxicants also increase it.

Although one person may be harder to influence than another, it is never wise to assume, in any given case, that suggestion will be useless. No man relies on "hard facts" alone, although many *think* they do. If a man has eyes and ears, if he is a human being with human sensibilities, he is open, from one angle or another, to the play of suggestion.

196. *Suggestion in Certain Steps of the Sale.*— Even in the steps where reasoning is most active, suggestion may be extremely useful. It can, almost alone, arouse interest and create desire, if the customer is of a very susceptible type. In selling a bicycle to a dealer who keeps such machines in stock, you would be compelled to cite reasons and very cogent ones. But in selling to a boy you would need only to exhibit the machine and make the pedal whir to fire him with the most intense desire.

Even in creating conviction, suggestion bears a very necessary, though subordinate rôle. You have to exercise great care that your argument shall not offend. You have to intimate to the man by your attitude, tone, and choice of words that your feeling toward him is respectful and friendly, and that you wish to convince him only for *his own* good. In salesmanship an argument convinces not so much because it is a true, unanswerable argument, as because it is an *agreeable* argument. The particular color with which you suffuse your arguments will frequently determine their effect. We know this color by the name of *suggestion.*

In gaining an audience and securing attention, suggestion is used almost exclusively. You can rarely reason with a man as to whether he shall admit you or allow his thoughts to focus upon your sample of goods. You appear before him looking so business-like that the idea of refusing you an interview never enters his mind; the idea of *granting* you an interview possesses him, free and unopposed. Then you put forward your proposition in such a manner as to *capture* his attention, without his thinking about it one way or another.

We have seen that reasoning is actually helpless in bringing the interview to a successful climax, even when the prospect has been fully prepared. While a sale is essentially a process of thought, it cannot, ordinarily, end without some physical action on the part of the prospect. He has to say,

"Yes"; has to reach in his pocket and produce a check book; has to sign his name on an order blank. This much action is always requisite, and, small as it is, reasoning can rarely compel it.

Thus, at the final step, suggestion becomes the salesman's *sole* reliance. It goes on alone, after reasoning has stopped, leading the prospect to action and closing the sale. The function of suggestion, then, is to make the goods seem desirable to the prospect; to make him want them. You *prove* the *value* of goods by reasoning; you *convince* him of their *desirability* through suggestion. Many an order has been given, not because judgment was convinced, but because feelings were won. In fact, men have bought goods *against* their judgment solely because they felt like it; and it is more than likely that *no one ever buys anything until he or she feels like buying.*

Chapter II

Suggestions Classified and Explained

197. *Suggestion in Everyday Life.*—Every store window is trimmed for the purpose of *suggesting* goods or styles to those who look within.

Pictures of goods, printed in natural colors, in magazines suggest desirability. Three of us sit down at a restaurant table and look over the menu hopelessly. One, more decisive than the rest, orders Hungarian goulash, and the others say, "Let's try it, too." The suggestion was a welcome one and gladly adopted.

Again, you may have seen exhibitions of hypnotism. The operator introduces ideas into the mind of the subject until he gains complete sway over it; then the subject will believe anything the operator says, or do anything he commands. He will believe that black is white, or that the foulest scent is the scent of violets; he will go to sleep, or stand on his head, or do anything else, however absurd or difficult.

Hypnotism is only exaggerated suggestion, or suggestion pushed to the extreme of *controlling* the will of the one hypnotized. It cannot be legitimately used in honest salesmanship; but it proves, once more, the wonderful force which suggestion may exert.

In fact, suggestion enters into every department of our lives, and plays a momentous rôle in molding our destinies. Each hour and minute we *receive* suggestions and, consciously or unconsciously, *give* suggestions to ourselves and to others. Society might be pictured as a vast network of invisible wires, upon which suggestive influences are constantly passing to and fro, affecting every human action and thought. All "environment" is a ceaseless suggestion, which, as sociologists now affirm, irresistibly shapes us for good or ill.

We may decide what suggestions we prefer to receive, and may regularly admit them, while excluding the others. We may choose certain suggestions which we wish to convey to other people, or to ourselves, and may employ practical means to convey them—just as a householder employs

an incandescent bulb to shed the light of electricity about his room.

It is this conscious suggestion which has been elaborated into a science, in personal influence, healing, etc. It is this kind also which up-to-date salesmen use, calling it "the science of suggestion in salesmanship."

You can already surmise what a practical help this agent would be in salesmanship. If a salesman could choose certain ideas and emotions, present them to the mind of the prospect, free of all contradictory associations; if he could thus secure *belief* in his goods without the long-winded combat of argument, and induce favorable action without doubt or delay, he would be a mighty salesman indeed.

198. *Three Classes of Suggestions.*—It is a fairly easy matter to divide all suggestions into three groups or classes as follows:

A. *Suggestions received.* These are the ideas and emotions suggested to us from outside, and received through our senses. They may be conveyed to us intentionally or unintentionally by some other person, or they may come from inanimate sources.

B. *Suggestions given to others.* These are the ideas and emotions which we convey to other people, either intentionally or unintentionally. We do it by speech and action (including our personality) and may also make use of inanimate objects.

C. *Suggestions given to ourselves.* These ideas and emotions are the ones which we choose to repeat and hold before our own minds for the sake of their benefit to us. They are conveyed by means of a direct statement made to ourselves of the things we wish to believe, or by deliberate association with personalities, objects, etc., which embody that idea or emotion. This suggestion to self is called *auto-suggestion.*

The dividing line between suggestion and auto-suggestion is hard to define. For example, I might read a statement in a book or hear it from the lips of a friend, a statement which would deeply impress me, and move me to action. This would be suggestion. If, in order to urge myself to further action, I repeated the same statement to myself that would be auto-suggestion.

199. *Why Is Suggestion So Powerful?*—The scientific explanation of the peculiar power of suggestion can be compressed into two statements.

First: The mind of man is so constituted that it gives faith to every entering idea or emotion, unless some contradictory idea or emotion is present to question it and crowd it out.

Thus, a child readily believes there are bears on a dark stairway, because it has stored up no corrective information about the scarcity of bears, and their preference of forest solitudes to suburban cottages. So, likewise, a grown man will receive as gospel truth the assertion of a salesman whom he trusts that a piece of goods will benefit

him, unless some evidence or hint to the contrary has been introduced.

The mind can hardly be said ever to choose what it will believe. It acts almost automatically. It is like a ball of wax, taking impressions from every passing idea, and believing implicitly in each of them until a new one comes, demanding for its reception the same area where the earlier impress was made.

Second: The human organism is so constituted that it acts spontaneously upon belief. That is, it obeys every idea, or emotion, that enters the mind, unless that idea or emotion is *denied* belief by the presence of others of a contradictory character.

A baby, catching its first glimpse of the moon, has no evidence that the bright object is not a plaything; he *believes* it to be a plaything, near at hand, and therefore confidently reaches for it. A grown man, who fully and unreservedly believes a new hat will benefit him, takes immediate action to acquire a new hat.

The human organism is, indeed, no ponderous and rusty mechanism, requiring minutes of prying and coaxing to get it under way. It is set on a hair trigger, and "goes off" at the lightest touch of *belief*.

Now, the notable fact about suggestion is that it plants ideas and emotions in the mind without raising contradictions or permitting them to be raised. It presents its one idea or emotion so attractively and forcibly, that it *completely fills the mind*. It alone holds sway, and nothing else, for the time being, has any chance to enter. So, there-

fore, having this idea or emotion alone, the mind instantly and unreservedly believes in it. Then the organism automatically responds with confident action in line with that belief. Thus, it is the peculiar quality of suggestion that, because of the laws of the mind, it can secure *instant action.*

Chapter III

The Salesman's Media of Suggestion

200. *The Medium of Personality.*—Suggestive action on the part of the salesman consists first and foremost of a strong selling *personality.* The one quality of *confidence* which the salesman displays inspires trust and confidence on the part of the prospect, and thus opens the way for every step of the sale. There is not a single positive quality, physical, mental, or emotional, but pushes silently and powerfully toward the same result.

The elements of a positive personality have been fully described. If they are not fresh in your mind, make them so immediately by a careful review.

Moreover, what you are, what you show yourself to be through your personality, detracts from or lends weight to what you say. A man with the negative traits may make the most violently positive assertions; and cite the most crushing arguments, and yet we refuse to believe him. The man with positive traits we do believe. And when we

believe, we are never far from doing what he wishes.

Personality, then, not only "suggests" in these specific ways, but it is the *sole basis* of all other forms of suggestion. Without personality, you can never make any headway with the art. You will be marked for failure before you begin. So, if you have neglected any means to develop a personality strong and positive in all its phases, add this reason to the others, and begin the work now.

201. *The Medium of Physical Attitude.*—Personality is what we are *inside,* making itself felt through what may be called the "atmosphere" which the man carries with and around him. Physical attitude includes gestures, mode of walking, standing, and sitting. A salesman's actions in the presence of a prospect, his facial expressions, all carry suggestions favorable or unfavorable to his sale. Even his clothing conveys suggestions of prosperity or failure—and we like to deal with men who are making good in their jobs.

You know how deeply the trained orator stirs you. At one point he shakes his fist at the audience; at another he opens his arms with a broad sweeping motion; at one his voice rings out loud and clear, at another it trembles low or sinks to a whisper; at one his face brightens with smiles, at another it contracts in anger or sorrow. If the man expressed his ideas plainly and coldly, they would not affect you in the least. But, accompanied by bodily action, they become irresistible.

His actions communicate his emotions to you. You feel as he feels. You are actually so carried

away that you smile when he smiles, frown when he frowns, weep when he weeps. Your "heart is melted," as the old phrase has it, and the rational barriers of your mind are melted too. You unquestioningly accept his ideas; you are ready without hesitation to do his bidding.

Now the salesman's function is much the same as that of the orator—to convey ideas and move to action; accordingly, the art of the orator is his art also. There is scarcely a gesture, attitude, or tone that he cannot also use to lend to his words color and persuasive power.

202. *The Medium of the Voice.*—The voice is a part of the physical attitude in a sense, because it is a physical function. It is, in fact, a strong element of personality. It is a very true index of emotional states. If you become angry or excited the voice naturally rises and grows louder. The poised, self-controlled man has an even, subdued voice like the calm of the sea. The tone of the voice carries conviction or doubt to the feelings of the auditor. The quality and tone have tremendous influence; more even than the words uttered. The *way* you say a thing counts more than the thing itself.

Emphasis placed upon certain words carries suggestions which would not be felt without that emphasis. But emphasis does not mean loud tone; far from it. You cannot do better than to give close attention to your voice and its tones, for it is your most powerful ally in reaching the feelings.

These three media for suggestions—person-

ality, physique, and voice—count for or against you. Cultivate their positive sides and your successes will increase by leaps and bounds.

Chapter IV

Suggestion in the Demonstration

203. *Suggestions Derived from the Goods.*— By demonstration, is meant the exhibition of your goods. There are twenty-five nerve centers for the eye, where there is only one for the ear, and an impression made upon the sense of sight is correspondingly more intense. A salesman ought, if possible, to carry a full-size sample of his goods; or lacking that, a miniature of it, or some of the important parts; and he ought to have illustrative charts and diagrams and lists of figures.

Demonstration by showing the object is extremely helpful in the two steps, Securing Attention, and Arousing Interest. No matter what oral eloquence one may vent in praise of his goods, the attention of a prospect is more quickly secured and his interest aroused if a sample of the goods is laid before him. Most salesmen carry their samples or charts in a form convenient to produce at once as soon as an audience has been granted. The visible object thus not only arouses a vivid idea in the mind of the prospect, but, also, because of its very bulk and visibility, it tends to exclude from his mind all other ideas that might conflict.

Desire, of course, is also kindled by the visible object. This is the theory behind those advertise-

ments that show a picture of the goods, and behind all window displays. With the actual object in view, one can much more easily anticipate its *services*. Seeing a new hat in a window, a woman can more clearly visualize herself as wearing the hat than if she had only heard of it.

The suggestiveness of an object is greatly heightened if it is seen at work. Suppose that instead of exhibiting a new hat hanging on a peg, it is exhibited on the head of a beautiful model. The woman who sees it can then the more readily imagine it adorning her own head. Or suppose that an electric lamp, instead of resting dark and dusty on a shelf, is exhibited on a center table, lighting a cozy model sitting room. The person who sees it will experience much more keenly the anticipation of service from the lamp as an adjunct to her own sitting room.

Service is still more vividly suggested if the prospect is allowed actually to *use* the article, to touch it, and to operate it with his own hands. Let the woman try the hat on. Let her attach the lamp to her own electric wires. Let the automobile prospect get his hands on the wheel and feel the car moving and turning, responsive to his will.

A salesman was demonstrating a cash register to a grocer. Before he had been talking long he invited the grocer to punch the keys, to see how the machine rang, and how the drawer slid out. Later on, he contrived to make the man drop two or three dollars of his own into the drawer; and he finally gave him a key, permitting him to lock the machine, and lock *his own* money up in it.

The grocer experienced *ownership* in the machine, and the uses of ownership. He experienced *service*. That single idea occupied his brain. He pictured himself as using it day by day in his store, and saving time and worry and money, and he felt that he couldn't endure his troubles another hour without a cash register. The sale was closed a minute later.

204. *Suggestions Conveyed in Speech.*—Suggestive speech is that part of the selling-talk which makes the prospect *feel like* buying. It gives him an *idea* of buying, unaccompanied by "reasons why," but accompanied by *emotions,* which are more potent than any reason why. The subject of suggestive speech is as broad as the whole range of written and spoken language. Only a few principles can be noticed here.

The first use of suggestive speech is in *creating desire.* Its method is to paint a picture of the goods, and of the delight of possessing them. Without causing the prospect to consider whether he will buy or not, it associates him with the goods in a highly agreeable way. It awakens the emotions that would be his if he really did possess the goods, under the most favorable circumstances.

If you were trying to sell a man an automobile, you would draw a verbal picture of him driving along green country lanes on a Sunday afternoon, thus provoking an emotion of pleasure. You would mention how you saw Blank driving *his* new car on the boulevard, thus stimulating emulation

and pride. You would refer to the possibility of riding to work in the morning when hurried, and riding home in the evening when tired—thus arousing the feelings associated with economy and comfort.

You would not state these things as so many reasons for buying. You would merely state them as parts of a charming future; trying to make the man think, indeed, but also to *feel.* If you could state them forcibly enough, and paint the future charmingly enough so that, for the time being, the ideas of cost, untrustworthiness, etc., have no chance to intrude, you would assuredly make the sale.

Such language should of course be directed toward the motives that have a strong emotional content. Language that suggests mere practical utility is one thing; but language that thrills one with anticipation of pleasure, that melts one with feelings of affection, that stirs one with a stern realization of duty, is quite another thing.

Do not merely show a woman how many clothes your *machine will wash* in an hour. Take her away from the steaming atmosphere of the laundry and show her how many hours she can *enjoy reading in the parlor,* after *having used* the machine.

The force of suggestive speech depends upon two conditions, *vividness* and *repetition.* If you wish to know what is meant by vividness you can do no better than to examine the language used in advertisements. In many of these the words chosen are of such a character as to make you actually feel the experience to which they refer.

If food is spoken of, the words describe the *odor* and *taste* of that food until your mouth veritably waters. If clothes are the theme, you experience the actual joy of appearing in nobby new garments like the athletic and aristocratic young man you are assumed to be. If summer excursions are recommended, you can see the fish jump, smell the odor of balsam, feel the cool forest or sea wind upon your face. Study the English language. In particular, study the advertisements. There is no better means for learning the art of suggestive speech.

205. *Suggestion Is Enhanced by Repetition.*—"I'll believe anything, if you tell it to me often enough," says Mr. Dooley. An idea, repeated over and over again, slowly deepens its impression. The advertisements that greet our eyes day after day in the street cars—although we may never at any time *decide* to accept them as truth—gradually sink into our minds, until we regard them as axioms of life, known to us from the beginning.

The merits of Gold Dust, Campbell's Soups, and Spearmint Gum have been placed among the thoughts which we regularly think twice a day; they form a part of our unquestioned beliefs; and, sooner or later, when we want to clean, or eat, or chew, we will inevitably buy the commodities advertised under those names. The same principle can be applied quite as well in face-to-face salesmanship. The repeated idea, it should be noticed, takes a firmer hold if stated in a

variety of ways; for the old phrases, used too often, finally fail to catch the attention.

The advertising man tells his story about the goods, over and over, year in and year out; but he tells it in a *different* way each time. Colgate's soap has been advertised for a century. The changes have been rung in every conceivable form of English in every possible advertising medium. Soap is soap; but the merits of Colgate's soap have been put in ten thousand different phrases. And so have the values of Ivory soap and other soaps.

Continuous dropping of water on a stone will wear a hole in the harder substance. There is no prospect who may not be convinced and sold if you iterate and reiterate the values of the goods a sufficient number of times. A woman has even been known to marry the man whom she declared, again and again, that she would *never* marry.

Your demonstration is the field for the use of suggestion. It should be shot through with positive suggestions. You will learn how to plan them and put them over naturally only as you practice. The thinking out of suggestions is part of your job—and no small part either.

Chapter V

The Use of Suggestion in the Close

206. *The Suggestion Which Brings Decision.* In closing a sale, reasoning of any kind is futile. You are no longer concerned with putting ideas *into the man's head;* but with causing *the discharge* of ideas into action. Now, there are four forms of speech which, in greater or less degree, are calculated to hasten this discharge.

(1) *The direct question,* "Will you have this?" or "Shall I wrap this up for you?" is a *bad* form. It leaves the prospect floundering in his indecision. He may be positively suffering to reach a decision —for the state of uncertainty sometimes actually is unpleasant—but this question does not help him.

It leaves the final and the chief work of selling to be done by the prospect. He has to give himself the final push and endure the strain of willing. *That is the proper work of the salesman.* No good salesman will shrink at this point and force the prospect to do what he himself ought to do. If he should, the prospect is, of course, just as likely to do it wrong as right, to say "No," instead of "Yes."

(2) *The personal request,* such as "Won't you take this please?" or "Won't you help me by giving me your order for that?" will often close a sale. But it is plainly begging, and is taboo among all self-respecting salesmen.

(3) A better form is the *direct command.* When the prospect's desire is fully aroused and

his objections answered, then present your order book, and say, "Sign here," or say, "I'll tell you what to do, you take this policy, and I guarantee that you'll be satisfied." The positive command suddenly drives the man into action, much as a push from behind would start him to walking. The only danger is that an obstinate person may refuse as flatly as you command, and thus produce a condition of antagonism which it will be hard to change.

(4) The best form, perhaps, is the one which *assumes that the prospect has already made up his mind in the affirmative.* The clever newsboy does not ask, "Do you want a paper?" He asks "Which paper, sir?" The book agent says, "Very well, then, Mr. Jones, I will be delivering here one week from today. That will be satisfactory for you, I guess?"

This form is best used in connection with the suggestive closing act described in the next section. It entirely removes that unpleasant moment of strain.

207. *Getting Action by Suggestive Action.*— Man is an imitative animal. He follows the style in clothing very much more slavishly than woman. He buys a great many things because somebody else has bought them. In spite of man's boasted independence and intellectual freedom, he is a slave to many customs and traditions and examples. He has to be directed and led even for his own good and for his profit. The *average* man is amenable to reason and *all* men yield to sug-

gestion. That is why salesmanship is such an interesting profession. The salesman becomes a master of men, always for their benefit.

The most potent form of suggestion in closing is the doing or beginning to do the precise act which you wish the prospect to do. This is the form most used in closing the sale. You show the man the signatures of his neighbors, so that he has an image of them in the act of signing. Then you slide an order book in front of him, in an easy, confident manner, place a pen in his fingers at the "suggestive slant," and direct him, with pointed finger, to the dotted line. Perhaps you start the flow of ink in the pen and write the first letters of his name.

What you want the man to do is to transform his idea into action. You therefore give him something to *imitate,* thus easing him over that moment's strain when the idea is being transformed. You become a *will* for the man. He completes the act you have commenced as though your will were indeed his own. In many cases he really thinks it is.

It is doubtful whether one sale in three could be closed without some such suggestive acts as these. With them, an expert salesman can close with remarkable ease and surety. No student can feel that he has advanced far in the art of salesmanship until he has begun to master them.

208. *The Ethics of Suggestion.*—What are the ethical principles that a salesman should obey in the use of suggestion? You have seen how power-

ful an agent it is, how it can move a man to do what you wish him to do without thinking—or with a minimum of thought—how you can, seemingly, set aside his will and his power of choice and bend him entirely to yours. This is a mighty agent indeed—and a dangerous one. Then, how far should you permit yourself to employ it? You should employ it precisely within the rules of salesmanship already laid down. Use it for SERVICE, and for no other end whatever.

Do not extend your suggestion to the point of hypnotism, for a true rendering of service is impossible under those conditions. Moreover, if you should secure a man's order by such influence, he will fear and dislike you as soon as the influence is withdrawn. Then he will rescind the order, or, at any rate, refuse to give you another. There is nothing more fatal to the steady, healthy growth of a business than this "crooked" kind of undue influence.

Respect the man's individuality. Sell your goods on their merits. Suggest to the man as hard as you wish, but suggest to him honestly, sincerely, earnestly, for his own good. Guided by that purpose, you need never go astray. You will prove yourself worthy of the tool you use, and the tool will be worthy of the great cause for which it is engaged.

This lesson necessarily contains only the briefest introduction to suggestion. The subject is broad and at the same time exceedingly intricate and subtle. It is a life-time study, and nine-tenths of the study is not instruction, but experience.

Part II: The Salesman

CONTROLLING THE FEELINGS

Chapter I

Character Is the Sum of Positive and Negative Emotions

209. *Negative Emotions Induce Failure.*— Someone has very truly said, "This ought to be our endeavor, to conquer *ourselves* and daily to wax stronger." If we conquer and wax strong in that field, then we may know that we are strong indeed. The emotional elements, such as love, kindness, sincerity, optimism, confidence, patience, and their opposites, determine very largely what a man is in this world, and what he can accomplish.

As noted in an earlier lesson, fear, hatred, greed, anger, and other negative emotions poison and destroy the physical powers, thus sapping the very foundations of personality. Their effect upon the mind is equally sinister. When a man is swayed by them, his thoughts dwell upon them only, neglecting all useful and purposeful effort. In time, he becomes quite useless; and, it may be, dangerously abnormal, a subject for the asylum or the prison.

The negative emotions are, themselves, more deplorable even than any of these effects. For they are, many of them, synonymous with what we call the traits of wickedness. They constitute

the evil or vicious side of us, the side that is by nature opposed to our duties and to the interests of our fellowmen. These traits alone can make a personality negative even when all the other elements are positive. A man might be known as a physical and mental giant and yet if his emotions were wrong—if he were cruel, for example, or dishonest—his personality would be wrong. It would be all the more wrong because of his physical and mental strength.

A man who is morally corrupt does not long flourish in the business world. Imagine a man pessimistic—even a little; dishonest—even a little; and a little insincere and greedy and ill-tempered—would you buy of him? Not likely. Imagine him with only one of these traits conspicuously in evidence. Would you buy of him then? You might, but more probably, you would not. No one cares to employ such a man, or to risk responsible duties in his hands. He is feared and distrusted, and he can thank his *luck* for it if people do not regard him as an open enemy, to be crushed by any means in their power.

Where the negative emotions predominate in a man, and are allowed to run on unchecked, they will in time crush out any chance the victim may have ever had for personal growth and commercial advancement.

210. *Positive Emotions Build Up Success.*—When one has the positive emotional traits, on

the other hand, they reenforce him splendidly in the quest for personality and success. As the negative ones weaken the body, so do the positive ones strengthen it. You digest your dinner more comfortably when your mood is one of cheer and kindliness. An athlete is more rapidly conditioned for a contest if he enjoys his exercise and hopes for victory. A soldier under the stimulation of joyful feelings can march twice as far as at other times. A sick person recovers much more quickly and surely if he keeps up heart.

The operation of positive emotions on the *mind* is equally beneficial. By making the body strong they act indirectly upon the brain. They also guide the attention to worth-while subjects and stimulate healthy thinking. An optimistic man will unquestionably do more thinking of an active, just, and sane character than will his pessimistic brother. So will a man who is honest, or one who is temperate, generous, or ambitious.

In their own right, the positive emotions are one of the worthiest objects of human endeavor. You have seen cheerful cripples, and you admired them more than gloomy athletes. You have known simple-minded, honest people, and found them far and away superior to men of learning, who were deficient in qualities of "heart" and character; for the positive emotions, essentially, constitute morality. They denote us good, according to the law of ethics, the fundamental law upon which the whole structure of human society rests. They prove that we will be just to our neighbors, and faithful in our duties, and reverent

toward God. Give a man positive emotions and, however else he may fare, the world in its final judgment pronounces him a successful man. And, world or no world, he *is successful,* because he rules the realm within.

It should need few words to show the application of all this to salesmanship. The positive emotions are the final *guaranty* of success in the selling game. In the first part of this lesson, you saw the use of one positive emotion, confidence. Well, there is a whole train of other emotions, scarcely less helpful. The business world wants character. The man of character is trusted with responsibility because men know he will prove worthy of the trust. He is given a job, because, if it is humanly possible, he will perform the duties incident to that job. He sells goods because, having first sold himself, he can teach and lead, and persuade, and because men know that his goods will return them full measure of service.

Where the positive emotions predominate in a man and are assiduously cultivated, they will ultimately carry him on to everything worth while in personal, social, and commercial life.

This law is inevitable. It has no limitations or qualifications. There is no other law which the student of salesmanship needs more clearly or vigorously to grasp.

211. *Emotions Can Be Controlled.*—Since the positive emotional element of personality stands

out so significantly, let us take a little time to examine it and to search out the principles of its training and control; for, like the physical and mental elements, it also can be trained and controlled.

Here is a most vital truth, on the acceptance and application of which your whole future depends. Do not believe that because you have a quick and seemingly uncontrollable temper, you are doomed to a crusty old age, and the fear and dislike of all your neighbors. Do not imagine that because your sensual promptings are strong, you have no choice but to submit to a life of dissipation, or that, because you lack enthusiasm, confidence, perseverance, and so on, you can never become a first-rate salesman.

Every one of the negative emotions can be bridled; every one of the positive emotions can be awakened, and made operative. To explain how, in the plainest possible manner, is the object of this lesson.

The order of procedure here, as in the former lessons, is *self-examination,* followed by *action.* The method of conducting a self-examination is exactly the same, and calls for no further exposition. Commence by looking back over a number of past acts in which you have taken the initiative, then separate the good from the bad. Find the motive or impulse which prompted the act or word, and trace it until you can name the emotional element in which it had its root.

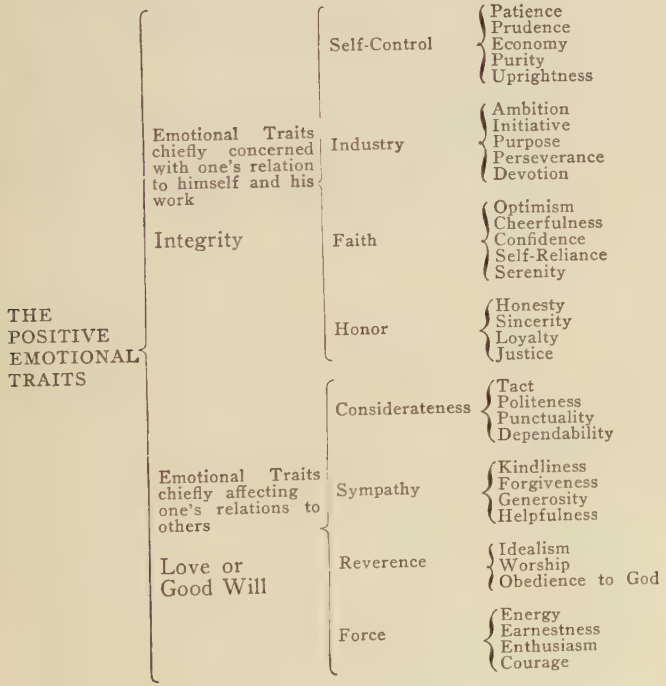
Be absolutely frank with yourself in this examination, and unsparing in your revelation of

truth. Depend upon it, the ordeal will test your courage, for the men are few who do not willingly and habitually deceive themselves with regard to their motives and impulses. Remember that unfailing accuracy is your sole guaranty of success.

A doctor who diagnosed typhoid fever as a case of grippe would stand small show of pulling his patient through. So you, if you call *greed* by the name of *thrift,* or *spitefulness* by the name of *justice,* or *laziness* by the name of *good nature,* cannot expect to benefit much from the treatment to follow. You will take one kind of medicine when you ought to be taking another. You will hide your head in the sand while the enemies of your personality gather round, as it were, with clubs and finally beat you to death.

A good way to correct your own diagnosis is to invite someone else into consultation. After you have written out a list of the emotions which you believe to be in control of you, and in the order of their prominence, put the list in your pocket and then ask a friend to prepare a similar list. You will probably be astonished at his interpretation of some of your acts. He may not come any nearer the actual truth than you do, but a candid comparison of his list with your own will reveal many points in which your judgment has seriously erred.

212. *Chart of Positive Emotions.*—To judge yourself in this analysis, study the accompanying chart of the positive traits, matching them up with their opposites. Each one here named is helpful to a salesman. The opposite of each is harmful.



Chapter II

Auto-Suggestion the Instrument for Controlling Emotions

213. *The Will Is the Force in Auto-Suggestion.*—You *can* be as you *will* to be, and do as you will to do, for the mightiest tool of self-development is a strong *will,* conscious of itself, and actively directed upon its own evolution, and that of the entire man. This action of the conscious will upon itself and upon the man who owns it is called *Auto-Suggestion.* The manner of its operation may be described as follows:

It may have seemed, in the foregoing lessons, that a man is a mere composite of his several elements, and nothing more. Such is not the case. Every man has a consciousness that is his real "I." There is something above all the elements and this something may regulate and command the elements. His being has for its innermost center this mysterious "I," the nature of which no one clearly knows, but which, when fully realized, imparts a strength and force undreamed of before. You doubtless recall the diagrams in Lessons 3 and 4 concerning this "I."

You are more than body, mind, emotions, and will. "You are," to quote Atkinson, "that wonderful something, master of all these things, but of which you can say but one thing: 'I AM.' . . . If you want some other name for it, you may consider this 'I' as the 'Will of the Will,' for it is

the very essence of Will Power—it is, so to speak, the Will conscious of itself."

"I'm all right," you must train yourself to say, "I'm bigger than anything that can happen to me. All these things are outside my door, and 'I've got the key!' "

214. *Thought, Directed by Conscious Will, Is Auto-Suggestion.*—To understand what is meant by auto-suggestion, you need only review the statements in the first part of this lesson about suggestion. In suggestion, one man introduces dynamic ideas and emotions into the mind of another, in such a way as to cause belief and action. In auto-suggestion, a man introduces dynamic ideas and emotions into his *own* mind in such a way as to cause belief and action.

Examples of auto-suggestion, for the most part unconscious, are common enough in daily life. You have heard men accused of repeating a false statement until they came to believe it themselves. You know people in excellent health who imagine themselves sick until they actually are brought to bed, and nothing can raise them from it—until they change their minds.

There can be no question that many of our great men have built their careers out of original talents quite mediocre, simply by saying to themselves, forever and forever, "I am growing. I am going to keep growing; I am going to be great." For *thoughts are things;* and sooner or later they mold a man into their own image even as Marcus Aurelius said:

"Our life is what our thoughts made it."

Thus we have two qualities: first, a developed will, conscious of itself; and second, thoughts which, even when directed unconsciously, have a most astonishing efficacy for controlling, healing, and stimulating to growth. Now combine the two! Let the will direct this thought-power which, for the most part, runs shamefully to waste, like the energy of our unharnessed rivers—dam it up and make it flow where it is wanted, and make it work! That is what one does in auto-suggestion.

Be no longer content to receive suggestions merely as chance brings them. That is as waste ful and foolish as to drink only when the rain falls in your mouth. You stand in the center of enormous currents of energy, which you need only stretch out your hand to grasp.

Auto-suggestion is one of the most revolutionary of the twentieth century sciences. It is yours to use for your own good. You may have as full control of it as the greatest man and the best man living. *Direct your thought power, and no man, in your sphere, can be greater or better than you.*

215. *The Method of Auto-Suggestion.*—The first method of introducing a dynamic idea or emotion into your own mind and holding it there until it results in belief and action, is the method of *speech.* You frame the idea in the most forcible language at your command; then you talk *to your-*

self, exactly as you would to someone else—using the third person.

Do not say "I am this or that," or "I am going to do this or that." The nearer one comes to the perfect playing out of the dual role of suggestor and suggestee, the better is the result.

Imagine that you are making suggestions to another person whom you are very desirous of building up and strengthening. Talk to John Smith as if he were an entirely different individual. Tell him what you wish him to do and become, and how you expect him to act. You will be surprised to see how obedient this subconscious mentality will become.

Begin with these four sentences:

"I *will* succeed."

"I will *awaken* tomorrow *feeling good.*"

"I will go through the day *doing my work better* than I have done it before."

"I will *meet everyone* with a *feeling* of good will."

The first sentence should be spoken to yourself with a force *that admits of no defeat,* keeping before you the mental picture of the cherished goal. Speak aloud or not as you choose, calling yourself by name; "(John) you *will* succeed, you *will* attain your desire; all the organs of your body will work in perfect harmony with one another to assist in the accomplishment of your purpose. You will succeed." Continue giving to self suggestions of this nature for a moment or two, believing absolutely in what you are saying, never doubting your ability TO DO.

Now, take the next sentence: "I will awaken tomorrow feeling *good.*" "(John) you will awaken in the morning feeling good. (John) You *will* awaken in the morning feeling bright and clear. All the organs of your body will work in perfect harmony, each performing its proper function. When you wake in the morning, all Nature will be alive to assist you in the accomplishment of your purpose; you will awaken feeling *bright and clear.* You will succeed. Every organ will work to assist in the accomplishment of your desire."

The third sentence: "I will go through the day doing my work better than I have done it before." "(John) you will go through the day doing your work *better* than you have done it before. To attain greater success, you *must* perform your work better each day than the day before. You will succeed. You will awaken in the morning feeling bright and clear. (John) you will do your work better than you have done it before. Success is yours. YOU WILL SUCCEED.

Now, take the last sentence, which is by no means the least: "I will meet *everyone* with a feeling of good will." "(John) you will meet everyone on the morrow with a feeling of *good will.* You will awaken feeling good. You will do everything to be done *better than before,* and why shouldn't you have a feeling of good-fellowship for all mankind, meeting each one you know, or desire to know, with a sincere feeling of good-fellowship and good will. You will see the good

in each; you will give each one a cheery greeting, a warm hand-clasp; you will have a fellow-feeling *for all.* Success is yours. *You will succeed.* Your cherished desires will be attained. (John) you will succeed. (John) YOU WILL AWAKEN IN THE MORNING FEELING BRIGHT AND CLEAR. (John) YOU WILL DO YOUR WORK BETTER THAN YOU HAVE DONE IT BEFORE. (John) YOU WILL MEET EVERYONE WITH A FEELING OF GOOD WILL. SUCCESS IS YOURS. YOU WILL SUCCEED."

This series of statements is general in character and may be used by practically anyone with beneficial results. Some of you may not find in it the ideas most appropriate for your condition. Then regard the above as an illustration, and work out another series to suit yourself.

Your greatest need may be confidence; it may be poise; it may be promptness. You may desire temperance, or purity, or kindliness, or physical health, or an untroubled, vigorous, attentive mind. You may want the energy and initiative to undertake the exercises recommended in the earlier lessons; you may want to insure the performance of some single, difficult act today, or tomorrow, or next week.

Whatever it is you wish to feel, or think, or do, or be—that is for you to decide. Turn again through the foregoing lessons on personality. Pick out the qualities, whether of body, mind, emotion, or habit which seem most desirable to you, exercises which you are most anxious to per-

form. In planning your work for the future also, consider the acts which will probably tax you hardest in carrying through.

Write out a list of these undertakings on which you need the help of auto-suggestion. Then, taking them one at a time, *frame new sets of commands for yourself.*

Chapter III

General Rules for Using Auto-Suggestion

216. *The Best Time for Auto-Suggestions.*—With most of us, emotional life is a series of unaccountable ups and downs. Yesterday we were gloomy, or lacking in courage, or consumed by the riot of our sensual natures. Today we are cheerful, courageous, well controlled. What has worked this change? Maybe the state of our health, maybe something we have read, or a word of praise we have heard, maybe—we know not what at all. However they are caused, we should do our meditating on these positive days. On the other days we may not be able to meditate. When the imps of destruction are pulling us a hundred ways, it is a poor time to begin fortifying ourselves against them.

We should meditate on our *good* days and, moreover, in our *best* moments. Sometimes there comes to each one of us moments of high inspiration. We see a noble deed; we hear a beautiful song or a great sermon; we run upon a bold, generative idea in a book. We have these experi-

ences and are thrilled. We feel that we must and can be bigger and finer somehow than anything we have hitherto imagined. These, above all, are the moments for meditation. Hold them and cherish them, and extract the last grain of their encouragement. They are the moments when you can really hitch your wagon to a star.

Aside from these, the best *regular* time for meditation is in the evening, just before retiring. At that time, the work of the day is behind you, the people of the day have gone to their own beds, and you are alone, secure against distractions. Your attention can be directed upon the desired state longer and more continuously.

There is also a greater advantage in evening meditation. If you put your mind into a desired state just before you fall asleep, the attention of the so-called subconscious mind continues to be directed upon that state during the night. In the morning you will have made almost as much progress as if you had made a conscious effort for several hours instead of a few minutes. Bed-time suggestion is especially helpful in preparation for an ordeal the next day, such as interviewing a formidable customer. Talk to yourself in this wise: "At 2 P. M. tomorrow, precisely, I will walk into Mr. Hornyhand's office. I am not afraid of him. I am as good as he is. I will be absolutely confident of my ability to face him in the interview. I *will* be confident." Whether at night or not, this talking should certainly be done some little time previous to the actual trial.

If you form a resolution in the morning, for ex-

ample, you *may* carry it out, and you may *not.* Whereas, if you form it at night, you will probably carry it out the next day without hesitation and almost without effort. This is a thoroughly sound law of psychology, and an imperative rule for your exercise in meditation. Try it tonight.

217. *The Necessity for Close Attention.*— The indispensable preliminary step to control of the emotions is the training of *attention.* In previous chapters, you were shown how to acquire bodily vigor, and how to practice mental concentration in order to acquire this power. But heretofore you have sought the power solely for its own sake, or at the most for purposes of intellectual accomplishment. Now you are to seek it because it is needed as an aid to the positive emotions. Attention only can arouse those emotions and make them the guiding force in life. Here, once more, you see the advisability of taking each of these lessons as they come, and learning them through and through. If you have not thoroughly conned and put into practice the rules for physical and mental training, you have not laid the right foundation for this lesson. Tenacious attention is an imperative necessity in the mastery of your emotional elements.

218. *Persist in Repeating Your Suggestion.*— An idea that, at the first passage through the mind, leaves hardly a trace of itself, will by constant repetition wear a deep and lasting channel. Accordingly, force the sentence through again and

again, until the feeling comes over you that you really do believe it. Write it on a card which you can carry in your vest pocket and glance at from time to time, when the idea begins to grow dim, or when its opposite threatens to overwhelm you. Continue this night after night and day after day, until the sentence is firmly imbedded upon the tablets of your mind—until it comes to possess you like the refrain of a popular song which you cannot shake off. Remember, also, that the idea which you wish to impress must be bright and clear at every repetition. It is possible to repeat a group of words over and over while thinking of something totally foreign. Repetition —never forget this for an instant—means repetition of an idea in the mind, not of words in the mouth. You must therefore pronounce the sentences very slowly and forcibly, realizing the meaning of each word before you leave it. And to give the idea new freshness and attractiveness, change the form of expression, now and then.

219. *Carry Out Your Suggestions.*—Auto-suggestion is useless and a waste of time unless you attempt to *become* what you *affirm* of yourself, or try to do what you say you can do. Don't make the egregious mistake of thinking that your affirmations will bring results apart from actual action on your part to make good the affirmations. You must go through "the motions" of acting the part in which you intend to perfect yourself.

Take the sentence already used, "I will meet everyone with a feeling of good will." You have

talked this idea into your head as forcibly as you can, still you do not feel particularly sunny in your attitude toward the world. Then stand in front of a mirror, and deliberately and firmly smooth the wrinkles out of your forehead. Smile. Breathe in deeply, and let out a hearty laugh. Out in the street, greet your first acquaintance in a voice of ringing cheeriness, and grip his hand.

You can force yourself to perform these motions whether you entertain thoughts and feelings of good will toward everyone or not. When you have performed them for a while, you *cannot* possibly retain an attitude of ill will.

The same rule applies in a large measure to the purely physical feelings and traits. If you don't feel as healthy and vigorous and buoyant as you ought, begin to act as though you did, anyway. Up with your shoulders, out with your chest, step briskly. From the mere fact of having gone through the motions of health, the body will begin to improve.

The proof of anything is in the results. So, whether you accept these rules now or not doesn't matter, if you are willing to try them. Faithfulness and sincerity in testing them will give you ample results.

Chapter IV

Destructive and Constructive Suggestions

220. *Destroy Negative Emotions or They Will Destroy You.*—Your one desire, let us hope, is to build up the best traits of character possible

for yourself. You want no negative traits, no destructive emotion, in your character. You can, first, do something in the way of directly *killing off* the negative emotions. When these emotions are in abeyance, fix your attention upon their disagreeable aspects.

Suppose that in an interview you have been guilty of a fit of temper, have lost control of yourself and made a scene. Quite possibly, at the moment, you were really unable to hold yourself in check. As soon as the occasion is past, however, you can take effective measures to insure yourself against another such outbreak. Get away by yourself and *think*. Don't lose an instant, and don't let anything else interfere, for this is the most momentous business of your life. Go back to your room, close your door, and think.

Fix your attention on the *disagreeable* aspects of that scene. If your attention is weak, it will probably make a bolt for the aspects that seemingly redound to your credit—the other man's fault, the strong provocation, and so on; or it may flit away to dwell pleasantly on quite distant and foreign matters; for an untrained attention is a miserable coward. But you are to haul it back and make it swallow the bitter dose of realization, every grain of it, with never a sugar coat to take the taste away. Don't try to shift the *responsibility*. Even if part of it does properly rest on the other man, your own part is all that concerns you. You can't get any benefit by solving the other fellow's problems; by solving your own you can.

Think clearly of all the detrimental effects of your ill temper. Think of the loss of the sale—exactly how many dollars and cents you threw away, how much this subtracts from your commissions, how many pleasures and comforts (which you might have bought with that money) are now denied to you. Think of the long series of sales in the future which are also forfeited, and figure out the price you have paid. Think of the expression of pity or contempt on the man's face when you began to swell and blow, and of the loss of respect among the bystanders. Think of what a ridiculous figure you must have made, waving your arms and talking loudly, and remember that spectators always read these demonstrations as signs of weakness. Do not fail to take note of how hot and perspiring you are, how rumpled is your general appearance, and how beaten and shamed is the reflection of your face in the mirror.

Attend definitely and vigorously to these results of your error and record them in your mind in such clear and explicit form that they cannot fade. Again, a few hours later, or next morning, review the facts one by one, slowly and vividly. Repeat this exercise occasionally during the next few days, or weeks. Especially when you approach an interview in which you anticipate a good deal of opposition and annoyance, sit down for a few moments by yourself, and reconsider those distressing effects of your folly. In all probability you will by this means make that particular emotion so repulsive to yourself that it will never again show its head. Or, if it does flash out, un-

expectedly, in the midst of an interview, your attention will grasp immediately at its offensive phases, and choke it into silence.

Use your negative traits as stepping stones, not stumbling blocks. Repent with a purpose and, as soon as you have repented, let the matter be.

Moreover, you will encounter men, from time to time, who intentionally practice suggestion upon you—for the art is better known than it once was, and while you are influencing others, you must expect that they will occasionally try to influence you. During some interview, business or social, you may become aware that you are being moved by forces not implicit in the man's mere words. What should be your attitude toward these suggestions?

When they seem to you good, welcome them, of course. But when they seem to you bad, reject them. Set your mind deliberately not to receive a suggestion and, if your mental control is as firm as it should be, few suggestors will be able to sway you.

Do not give yourself negative suggestions and above all else do not give negative suggestions to a prospect.

221. *Build Desirable Emotions by Positive Auto-Suggestions.*—Your main labor is to enthrone the positive emotions. You do this by forcing your attention to concentrate upon these emotions and the happy experiences associated with them. This exercise is often referred to as meditation, or meditative reflection.

Select a single and clearly limited subject for reflection, and cause the mind to dwell upon that, reviewing all its advantages, one by one. "It is not enough," says Payot, "to touch upon these rapidly." We must, as it were, hear and feel and touch. We must reflect so intensely as to make the thing we are thinking about as really present as if it were actually so.

Learn to control the physiological base of the emotions. It is a curious fact that emotions are the result rather than the cause of physical states. In other words, the physical condition, in part, at least, creates the emotion; hence, by controlling the physical condition, one may to some extent control the emotion.

Fear, for instance, is apt to be accompanied by short breathing and unsteadiness of the limbs. If, therefore, in approaching a prospect, you feel your confidence oozing out, force yourself to breathe long and deeply, force your limbs to be steady. The negative emotion will thus collapse like a jumping jack in which the spring has run down. Or, if you are cultivating the positive emotions of cheerfulness, let us say, dress in your best clothes, square up your shoulders and put on a smile—no matter how ghastly. You will actually grow cheerful, in spite of your brain full of blue devils. Try this. It has a magic efficacy.

A word of caution will perhaps be timely here. Whether eradicating the negative emotions or building up the positive, do not try to do too much at once. The work is essentially one of concentration; and you can no more concentrate on a dozen

things than you can look toward the east and the west and the north and the south at the same time.

Choose one or two negative emotions that you wish to stamp out, one or two positive emotions that you wish to strengthen, and specialize on those. "One thing at a time" is an excellent rule here, as elsewhere. It will be early enough to take up the second when you have begun to make good headway with the first.

222. *Seek Constructive Suggestions in All Directions.*—Accept only constructive suggestions from anyone; seek those associates who are positive, hopeful, courageous; change your own environment, if necessary, in order to secure the best influences for yourself; read helpful books and attend uplifting lectures and entertainments. Believe in yourself no matter what happens. Have no *fears* of any sort; for fear is the advance agent of failure. Go and do what you feel you can do, and ask no man's permission or agreement in your plans. *You are what you think you are* and you may control your thoughts. You may also control the thoughts of others. Suggestion is the instrument. It is a weapon of awful power; a force of living fire which may be wafted back against you if you misuse it.

Questions for You to Answer

1. What is the difference between reason and suggestion?
2. What is the special function of suggestion?
3. What is hypnotism?
4. Name the three classes of suggestion.
5. Give the two reasons for the power of suggestion.
6. Name the three mediums of suggestion.
7. What suggestions may be used in the demonstration?
8. How should suggestion be used in the close?
9. What about the "ethics of suggestion"?
10. Why do negative emotions induce failure?
11. Check off, on the chart in Section 212, the traits which you are to develop.
12. What is the difference between suggestion and auto-suggestion?
13. Read again Section 215 and make the affirmation.
14. Why is repetition of a suggestion so necessary?
15. What is the value of "acting out" the things which you affirm of yourself?
16. What is the rule for getting rid of negative emotions?
17. Have you resolved to throw them out?

Good Books for Further Reading

A good dictionary affords one of the best means of adding to your vocabulary. Buy either the "Desk Standard Dictionary," or Webster's Collegiate Dictionary.

Another necessary book is "English Synonyms, Antonyms and Prepositions," by James C. Fernald. Funk and Wagnalls Co., New York.

To give you a clear knowledge of how to use words and right language, get the "Handbook of Business English," by Hotchkiss and Kilduff.

"The Selling Process" and "Certain Success," two books by Norval A. Hawkins; for sale by The W. E. Ross Service, Sun Building, New York. Mr. Hawkins holds an enviable position among sales managers for it was he who for twelve years, as Sales Director of the Ford Motor Company, made the Ford the "universal car." Out of his own broad experiences and from evidently profound thinking and wide study, Mr. Hawkins has given us these two books, which you should read not once but twice.

"The New Business," by Harry Tipper deals with the broad aspects of modern business. Mr. Tipper is a well known writer on business subjects and a sound thinker.

You should read a good book that will help you to become a reasoner. If you have not studied Logic, get W. S. Jevon's "Logic." It is one of the Science Primer books—small and inexpensive.

These books may be ordered from Association Press, 347 Madison Avenue, New York.

LECTURE NO. 3

Know Your Goods

By

EDWIN J. GANTZ

EDWIN J. GANTZ, B.L.

MASTER salesman and teacher of men. Mr. Gantz imbibed his love for delving to the bottom of things from his Alma Mater, Bethany College, West Virginia. Like many another American boy, he worked his way through college by selling things. But salesmanship did not win him until after he had spent five years in teaching. Then came varied experiences in selling machinery, surgical goods, adding machines, and other standard lines.

Naturally he became sales manager, and is yet. Naturally, too, he has trained his men in salesmanship; and because of his abilities as a trainer of men, as well as salesman, he has been the teacher of salesmanship in New York, Brooklyn, and Newark, N. J. Associations for fourteen years. Other Associations have had the benefit of his teaching ability, but he has stuck to the three mentioned and has never missed a class night, no matter what the weather or his distance from the class, when on the road.

Mr. Gantz, in this lecture, indicates the wonderful possibilities for the real salesman to study and know his goods.

KNOW YOUR GOODS

WE ARE living in an age of specialists. Not so long ago a doctor went to a professional school and tnen hung out his "shingle" and felt perfectly competent to cure any kind of human ailment from croup to cholera. Nowadays, however, we have ear specialists and throat specialists, as well as specialists for every other part of our anatomy.

Salesmanship now requires specialized training. The old-time salesman, who loudly asserted his ability to sell anything from a paper of pins to a locomotive, is heard no more. Every big industry is hiring a corps of experts to teach its sales force before it goes on the road; even the specialty houses are training their salesmen who make the house to house canvasses with little household novelties.

Whenever you pick up a metropolitan daily you find pages of closely printed matter filled with advertisements for salesmen. It is the one job today which *promises* good returns to the inexperienced worker; but the returns, in fact, cannot be large unless the man gets training. The fact that there are so many advertisements every day reveals to us another thing—that there is a very heavy mortality among salesmen. Men who have failed in other fields or who lack the special training required for other positions try salesmanship for a while and then drop it. Why? Of course, several other reasons may be advanced for

their failure to make a success, but the main reason is the lack of sales, and of commissions resulting therefrom.

This brings us to our subject. **Know your goods** and many of the difficulties roll away. Know all about them. Know their ancestors, relatives, surroundings. Become so "fed up" with knowledge about them that you cannot be "stumped" with any questions. Then, if your line is right, you will come out all right. The commissions will jump, your enthusiasm will be aroused, and you won't give up salesmanship for the presidency.

Study Raw Materials

IF THERE is any special kind of raw material that enters into the manufacture of the article, find out all about it.

An ideal vacation for a salesman is to leave the beaten paths and go to the virgin source of his line. If he handles cotton goods, he should go to the cotton fields and follow the cotton through its various processes until it reaches the bale. If he is connected with the iron or steel industry, he should visit the iron mines and follow the ore until it is cast into pig iron and from there into the iron foundries or steel mills. If he is selling flour products, he should visit the vast wheat fields of the Northwest and follow the grain until it is in the elevators and then in the mills.

While in the cotton fields, you will find that cotton is a seed product and that the cotton is put there by nature for the protection of the seed while it is in the cotton boll. You will learn that

cotton is planted in the spring and is picked from July to September; that warm nights and plenty of rain will cause a leafy crop which produces poor cotton. Something of the cause for the fluctuation of the price of cotton can be learned from this and from the fact that the small farmer will gamble on futures while the big producer will not contract for even a year ahead.

Cotton differs in the length of the staple and this causes a great difference in price. Usually, you will find that domestic cotton is divided into the following classes: Upland, produced in Texas and the hill lands with staple length from ¾ to 1 inch; Peeler, of a softer texture, produced in the lowlands of the Mississippi, with staple length from 1¼ to 1¾ inches; Sea Island, produced on islands off the coast, of brighter luster and still softer. Sea Island cotton is the best domestic product with longest staple, about 2 inches. Peruvian and Egyptian are the two foreign cottons which are imported to the greatest extent. The Peruvian has a wiry feel and the Egyptian is so greasy to the touch that lime has to be added before it can be woven into ordinary materials. After the process of ginning, by which the seed is separated from the fiber, you will see the 500-pound bales made up, ready for shipment to the factory.

If you are interested in iron or steel products, visit the iron mines and then watch them take the iron ore and put it, together with flux (sand or limestone), into the furnace with its double walls. The flux acts as an alkali for the purpose of melt-

ing the ore. Water is put between the furnace walls to help maintain an even temperature. Air is blown through and, after a time, the metal sinks and is then run out in molds made of sand. This is pig iron. To make cast iron, the metal is put in a cupola and heated once more.

You will find that all impurities such as carbon, phosphorus, and sand must be removed (as nearly as possible) before steel can be made. It is unfortunate that American iron contains so much phosphorus (even .01 is enough to cause trouble). Swedish iron—magnetite—is better than ours. Watch the converters in the steel mills which are used to remove the impurities by means of hot-air currents. You will soon learn that steel is generally graded into Bessemer (a soft steel), tool, vanadium, Tungsten, armor-plate and chrome. This gradation depends upon the degree of hardness.

To the flour salesman, the harvesting and milling of wheat as conducted on a grand scale in the West will be very interesting. The linen salesman will be interested in the growing of flax and the processes through which the product is put. He may have far to travel, as but a small percentage of the flax used in the linen industry is produced in this country. One of the causes for the high prices is that most of it has been produced in Russia and that country has not had many exports in the last few years.

Just think of the volume of selling-talk that this basic knowledge would give you merely as a starter. But we are going further.

Learn the Special Processes

STUDY the special process that the article is put through in the factories or other places of production.

If fortune still favors you—and you will have much more chance of visiting a factory than you will of taking a long journey to the place where your raw material is produced—miss no opportunity to get information at first hand in regard to the manufacture of the goods. An actual view of the material in its various stages of manufacture, and an intelligent explanation of what you are seeing, are worth thousands of dollars to you as a salesman, because your sales will actually increase, your education will be broadened, and your interest will be centered. You won't be so ready to say, "Oh, I am tired of this line. I want something new."

Every step of the process by which the goods are prepared for market is exceedingly interesting, and each one illustrates the history of the line and the remarkable traditions which are usually connected with it. Get hold of some intelligent workman engaged in each step of the development and listen to what he has to tell you. This will help to round out and tie up all the general information which your guide (usually an office man) is able to give you. If opportunity arises, don't be afraid actually to do some part of the work. Run a machine if they will let you do it.

Let us consider for a few minutes several of the foremost lines and the general principles

which you should absorb by a visit to the manufacturing plants.

In the cotton mill, you would see the raw cotton turned into cotton yarn. Watch the cotton as it goes into the picker and comes out, minus dirt, in a loose, fluffy condition. The carding process changes it into a rope with all the fibers running the same way. Combing is used where fine yarn is desired. Three or six single strands of yarn are then taken and twisted into thread. There are many other processes which we can't mention here. Do not fail to watch them improve the luster of cotton by the process of mercerization, where the cotton is taken and held tightly in caustic potash. Sea Island cotton is the only American cotton that stands up while under this strain. Since the latter part of the last century we have all become familiar with mercerized cotton. The people wanted something that had a silk-like luster. Mercerized lisle was the result. Gassing, or passing the yarn over a highly heated platinum plate, then burning off all of the loose fibers, is a process that will interest you. Bleaching and dyeing will also hold your attention, especially as dyeing is but an "infant industry" in our country. If you go on and study the printing processes for cotton fabrics you will enter a field almost unique in its appeal to the senses.

I dislike to leave this part of the subject without calling your attention to the fundamental weaves around which center the hundred or more weaves used in all of our fabrics of the day. When you get a chance, study them and see

whether you will be able thereafter to differentiate between them. As I have said before, there are many weaves, but only eight standard ones, which are named as follows:

1. *Plain or Homespun Weave.* This is also known as the tabby or taffeta weave and is used for cotton cloths and silk where yardage is an advantage and strength is not particularly desired.

2. *Twill Weave.* Used for worsted goods and stout cotton fabrics such as galatea. This is strong but the diagonal effect will not permit of high luster.

3. *Sateen Weave.* This is used for silks, cottons, and worsteds. It produces a smooth fabric with luster and great strength.

4. *Jacquard Weave.* This is used in damask or carpets. Large intricate designs are generally produced by this means.

5. *Doublecloth Weave.* Here, two separate cloths are connected now and then by threads, or else the whole fabric is tubular, as in the case of pillowcases or neckties. This is also used much for overcoats and ulsters.

6. *Pile Weave.* Here we have a cloth woven with an extra set of threads running either lengthwise or crosswise—an extra "warp" or "filling," in the words of the trade. We find this in plush and in Turkish towels.

7. *Gauze Weave.* This is used in voile goods.

8. *Lappet Weave.* By this means spotted designs such as we find in dotted Swiss are woven in.

I have set forth the different kind of weaves mainly for the purpose of whetting your appetite

for the study of them. Get cloth of the different textures and be able to speak with knowledge on the various weaves.

Perhaps, you are more interested in linen. Can you tell without fail the difference between cotton and linen by the "feel"? Do you know that linen feels cooler to the touch and retains that coolness longer? That is because linen is not a ready conductor of heat. This is one of the reasons why linen is much used for suitings in warm countries. Linen is absorbent. That is why women want it for dish towels. It takes up a large amount of water in proportion to its area and also gives the moisture off quickly. This quick evaporation is bad for the body and will produce colds. That is why linen has never become popular for underwear. Like wool, it has plenty of "body," i. e., it holds its shape well. Its surface is so much smoother than cotton that it does not take up dirt so easily. The color of linen is good and it has a wonderful reflective power when bleached. A fine linen tablecloth or towel will almost light up an otherwise dingy room. It is also of longer fiber than the average cotton fabric. That tends to produce less lint. These are all good selling points in the linen field.

Especially, must these points be known when we take into consideration the trade names for cotton and linen mixtures on the market today. To the ordinary housewife the words "union linen" convey the idea that the fabric is linen. "Union linen," however, is a mixture of cotton and linen, with linen present in varying degrees.

The best elements of the retail trade decry the use of such terms, for they undoubtedly deceive the public. You want to be in a position to be able to tell "union linen" from real linen if such a question is put up to you.

A few years ago, we weren't much interested in substitutes for pure linen. Linen itself was too cheap and plentiful. Since Russia and the Central Powers of Europe stopped producing, however, a change in the market has occurred. Some people seem to think that all the linen comes from Ireland but if that little island had to produce all of the so-called "Irish linen," it would have to expand its borders until every New York policeman could take his family for a Sunday excursion to the "auld sod." Ireland does produce all its limited area will permit, however, and contains many of the mills where the finished cloth is turned out. France and Belgium, also, produce a quantity of the fine linen used today.

The United States has never produced much flax for fabric purposes. The most of our product is used in manufacturing processes where the seed and its oil can be used. The fiber in the American flax is not up to its European cousin in length or durability. Besides, our farmers are not interested in the long and tedious process of getting the flax ready for spinning.

The Romance of Silk

THIS wonderful and fairy-like material, with its luster, warmth, and fast color, is relatively stronger than steel. You know, of course, that

the silkworm is of the caterpillar family and that it has been cultivated now for three or four centuries. The worm has been fed so long by hand that it has lost its eyes. Of course, there are wild ones, too—wild, in the sense of uncultivated. The silk produced from them is called *tussah;* we get pongees and shantungs from this kind of silk. It is mostly found in the oak trees of India, is brown in color because of nature's method of protection and because of exposure to the elements. It lacks the luster of cultivated silk but is exceedingly strong.

Along about January, the people of China and Japan get together all the shelves they can and place the eggs that they have saved from the past year on the shelves. The worms then grow fast if they have fresh mulberry leaves—and plenty of them. They are particular in their feeding. Stale leaves won't be accepted. Great numbers die, due to carelessness and disease. Pasteur discovered the germ of the disease of silkworms because a French girl begged him to do it as the people of France were in danger of losing this important industry. Cheney Brothers have raised $10,000 to teach the Chinese *sericulture* so as to save the cocoons.

When the silkworms reach full size—a little over one inch—they stop eating. Then they want to travel and are put in vertical boxes. Soon cocoons are festooned all over. The cocoon is made by a combination of fiber and gum given off by the worm. It is one continuous filament about 3,000 feet in length. The silkworm has wrapped

himself up entirely in this after laboring for two or three days. If the worm is allowed to develop, it will become a moth with eyes but no mouth. By means of a secreted alkali it cuts through the cocoon. The life of the moth is but for a period of twenty-four hours. In that time it lays many eggs. The silk of the cut cocoon is called *spun silk* and the fiber is about one-half inch in length, because the moth has cut each turn of the filament as it was wrapped about him. This silk is used mainly in the making of plushes. It is necessary to let a number of moths develop fully each year for breeding purposes but, of course, the majority never reach the moth stage.

If the cocoon is to be relieved of its long filament of silk, girls put the cocoons in hot water. This softens them and the girls look for an end of the fiber. This, when found, is put on a wheel and, as the wheel is turned, the filament is wound on the frame. As the filaments are very thin, six to ten cocoons are placed together so that their respective filaments may make up one strand. These separate filaments are bound together by the cooling of the natural gum surrounding each filament. This is called *reeled silk* in contradistinction to the *spun silk* obtained from the broken cocoon. The raw reeled silk is then made up into organzine or tram. The organzine is used for the warp or lengthwise yarn and must be strong. Three strands are taken and folded together and given twelve turns to the inch. This is called "throwing" of silk or "folding over." Tram, used for filling, or the crosswise yarn of the

woven fabric, has but four turns to the inch. They make silk crepe by giving the organzine, or the original strands, fifty or one hundred turns to the inch. A right-hand twist or a left-hand twist is produced at demand.

Precious Metals

IF you are interested in the precious metals, find out the respective selling points of the metal. Platinum, for instance, has always been expensive but is much more so at this time because it comes from Russia. To the usual high cost of production and transportation is added an additional cost because of the unsettled state of that country. The metal is hard to get. Yet, because of its dark metallic luster, its high melting point, its exceedingly fine wearing qualities, and the fact that it won't tarnish and is uninfluenced by any acid, it is useful and in high demand.

Gold in its pure state, 24 karats, is too soft for industrial purposes. Alloy makes it durable. For example, gold of 18 karats has an alloy of copper of 25 per cent. This composition will resist ordinary friction. You should know the selling points of gold. Here they are:

1. It doesn't tarnish.
2. Its wearing qualities are good if it has 25 per cent alloy.
3. It has a brighter luster than platinum.
4. It can be used for greater decorative purposes than platinum.
5. It is not influenced by acids.

6. It is cheaper than platinum. Present price is about $20.67 an ounce.

Silver will tarnish, particularly when anything containing sulphur touches it. The breakfast eggs are good examples of this. However, silver may be cleaned with potassium cyanide. Sterling silver is 90-91 per cent pure and is alloyed with copper or nickel. German silver is not silver at all but is an alloy of nickel and copper. It will not tarnish.

Thousands of pages could be filled with a statement of the facts you should know about your goods but the purpose of this lecture is merely to get you in the habit of studying your goods. It will help you realize your ambitions.

Make or Get Tests of Materials

GET the materials for a practical test of the article and perform the test for your own instruction as well as for your customers' edification.

Not so many years ago, many a young man was making good money demonstrating kitchen utensils made out of a new metal—aluminum. The manufacturer fitted out each of the salesmen with an equipment which would give him the opportunity of showing that, though the contents of the aluminum pan or kettle might burn, the container could be brought back to its pristine brightness with seemingly no particular damage done to the metal. This was the cause of thousands of sales, because every housewife is anxious to keep her pots and kettles bright and wants to

keep them out of the tinsmith's hands. Nowadays, aluminum has become very common and the price has gone down, but very few know what the metal is or how it is made.

If you are selling this material, it will be a good thing for you to know that aluminum appears in the form of clay; but that it was impossible to make use of it up to fifteen or twenty years ago because tremendous heat was required for the production of the metal and this was only possible with the invention of electric furnaces. By means of powerful electrodes, carbon can be used to take away the oxygen and sand while the material is in the furnace.

This material is so light in weight, is so impervious to rust or dirt, and is such a good conductor of heat that it has largely replaced copper and tin. It is cheap, too, when we take into account its weight. For instance, supposing that copper was 30 cents a pound and aluminum 48 cents a pound, aluminum would still be cheaper in the long run.

Many manufacturers, especially those of progressive tendencies, have established fairly complete chemical or physical laboratories at the plant. Here, experiments are being conducted at all times and the salesman or customer can have his questions answered. These concerns also send out more or less elaborate outfits at a nominal cost. These outfits generally contain samples of the product in every stage of manufacture. In addition, a bulletin is sent out from time to time

giving the results of the firm's investigations and any new selling points which may have arisen.

Choose Your Line Carefully

SALESMEN are taken on indifferently, treated indifferently, and passed by indifferently. If, however, a young man chooses a line in perfect harmony with his natural tastes, a line which he is more than ordinarily interested in, and a line which draws upon his imagination, he has taken the first right step.

To the young man, the back part of the various magazines is the most valuable. Mr. Dooley was right when he said, "The back part of the magazine must be the most valuable because men pay large sums to fill it, but the publisher has to pay a good price to fill the fore part." Remember to secure and look over the advertisements in the trade journals. Nearly all lines of business have their own special journals, such as the *Dry-Goods Economist, The Iron Age,* etc. You will be surprised to find that the reading of advertisements will help you more quickly to decide what you would like to handle than most any other system which you can adopt. After you are a salesman, the practical knowledge which you will gain by constantly reading the advertisements will be a source of great benefit to you, simply because you will glean a vast fund of practical information, and, next, you will be able to talk more intelligently with a larger number of men following diverse lines than you could if you neglected this important field of investigation.

After you have selected your line and before approaching any house to offer your services, make yourself as familiar with it as possible. The public libraries are full of works on practically every department of manufacturing, service and, in fact, everything. The encyclopedias will give you, perhaps, a first introduction and the references which they mention can be procured and studied, at least to some extent. Study your competitors' lines. Know exactly what your competitors have and compare your line very carefully with theirs. It may take a great deal of teaching to instruct the buyer. It may take a great deal of patience. It may, indeed, take more time to instruct him, and the time taken may seem to be out of harmony with the results, but do not forget that you are building up yourself as well as placing your line. The strong line will throw you with strong people. A salesman who is thoroughly equipped with the fullest possible knowledge of his line is well equipped to demonstrate it.

LECTURE NO. 4

The Thousand Most Used Words

By
FRED C. KELLY
and
LEONARD P. AYRES

COL. LEONARD P. AYRES

Director of the Division of Education of the Russell Sage Foundation

COLONEL AYRES is responsible for the material in this Lecture, although the author is Fred C. Kelly, to whom credit is due for bringing to light the exceedingly important investigations which were made by Colonel Ayres relative to spelling in the public schools and the number of words used in everyday letter writing.

We have all probably had a subconscious feeling that elementary school training is sadly at fault in imparting the three R's to children. This lecture puts a finger on one sore spot at least, viz.: the sad failure of the schools to drill children in the words which they will actually have use for, instead of compelling them to attempt to learn useless and meaningless words.

You, as a salesman or business man, will surely see to it that you know these 1,000 words, and especially that you know how to spell all of them.

The lecture is taken from a recent issue of the *American Magazine* with the permission of the publishers and is placed in your hands for the purpose of inciting you to master words.

THE THOUSAND MOST USED WORDS

IF words should ever become as scarce as sugar, and we should be placed on word rations, how many would we require for ordinary everyday use? Which of these would we need most? What ten words would be indispensable?

Naturally, if we couldn't have all the words we wanted, we should have to select for our verbal arsenal those which would go the furthest and could be used with least expense. It may be a new idea that certain are more expensive than others. Yet it is true. The simpler words are more economical, because they take less time to learn, and—still more important—they are more likely to hit the mark. If we use many words that people won't understand, our ammunition goes to waste. Then we have to use still more words to clarify the others.

My friend, Louis T. Golding, who publishes a newspaper in St. Joseph, Missouri, told me once of having a stenographer strike for higher wages, because, she said, he used so many large, difficult words in dictation that she ought to be rewarded accordingly.

Most of us know certain words when we see them in reading, but have only a casual, nodding acquaintance with them, and would not feel free to call on them to assist in expressing an idea. For instance, I happen to know the meaning of the great word *éclaircissement,* which looks as if it might be built to describe some new kind of

French pastry. But it is a word that I rarely use. I can get along without it, and never really miss it. The truth is that it is a word far above my station in life. I use it so seldom that sometimes I wonder if it is worth while for me to keep it at all. Just as soon as I get through with it in this paragraph I shall wrap it up in its cotton batting and put it away, along with a few odds and ends of verbal tinsel, and maybe I won't get it out again until the next war.

But suppose I had to get along for a few days without the word "the," or "and," or "it." Then I should find myself in a trying situation.

What other words would I seriously miss? How many really necessary words are there? What is their order of importance? Which are the easiest to spell? And which the most difficult? Why, by the way, are many of us such poor spellers?

We have now come by easy stages to a consideration of the work of Col. Leonard P. Ayres, who once made a far-reaching investigation into this whole question of words.

Ayres is director of the Division of Education of the Russell Sage Foundation. He was once a professional bicycle rider, but he became a statistician—the most imaginative statistician I ever heard of.

While visiting a school in a mid-western city a few years ago, Ayres listened to a spelling test that was given to a group of seventh-grade children. He took down the words as they were given out by the teacher. When he later corrected his paper, he discovered that he had failed on

about half the words in the test. This set him to thinking.

In looking over the list, he observed that many of the words he never before had heard of. There were two or three names of flowers, and they were not even well-known flowers. No wonder he missed them! But even if he did know how to spell them, what good would it do him? He might never again have occasion to spell them. He picked up a school spelling book and found an astonishingly large number of words that are rarely used.

It occurred to Ayres that an ideal way to teach spelling to children would be to find out which words they would have to spell most frequently, and drill them on those with especial care.

In the first place, it is obvious that we ordinarily do not need to spell spoken words. We can talk all we wish to without anybody ever finding out whether we could spell the words we use in our conversation. We hardly ever spell out loud, unless our wife, or somebody who works in the same office, inconsiderately asks us how to spell something.

How the List Was Made

IT is in writing, then, that our knowledge of spelling comes handy. Only a few of us write books or articles. But nearly all of us write letters. So the words that it is most necessary to know how to spell are the ones we use most frequently in writing letters. Ayres proceeded to ascertain what those words are.

To do this he obtained the use of hundreds of

letters of twelve different kinds. There were letters to:

A mail order firm
A practicing physician
The query department of a newspaper
A practicing lawyer
School teachers, from parents or pupils
A publishing firm
Secretaries of the Y. W. C. A.
A playground association
A philanthropic organization
A magazine query department
Included also were personal family letters and love letters.

These letters, mostly short, contained a total of a little more than 100,000 words. Tabulators were set to work counting, analyzing, and indexing these. In making this count, such expressions as "Dear Sir" and "Yours truly" were handled separately. Names of persons, places, and numbers above ten were omitted.

When the work was completed, the biggest surprise was not how many different words we use, but how few. Out of a total of nearly 24,000 words, for instance, there were so many repetitions that the number of *different* words was only about 2,000.

As Ayres observes in this connection: "How limited this number is becomes evident from the fact that the ordinary desk dictionary contains from 40,000 to 60,000 separate words, and even the small pocket dictionaries contain from 25,000 to 40,000. Spelling books used in the elementary grades include from 10,000 to 15,000 separate words."

Ayres did not confine himself to the investigation of the letters just outlined, but combined the results with those of three similar studies made by

other persons, and averaged them all up. In this way, the aggregate amount of written material analyzed was nearly 368,000 words. More than two-thirds of the material consisted of personal and business letters.

It has long been known that there is a definite relation between any letter of the alphabet and a given number of words. E is the most used letter, T comes next, then A, O, I, N, etc. Ayres proved that the same thing is true of words. *The* is used oftenest; almost twice as often as the word, *and,* which is second in order of frequency. These two words—*the* and *and*—furnish nearly ten per cent of all the words we write. Nine words—*the, and, of, to, I, a, in, that, you*—amount to one fourth of the words we write. Even more surprising, perhaps, is the fact that *half* of all we write is confined to fifty simple words only one of which has more than one syllable! Three hundred words make up three fourths of our writing, and 1,000 words constitute more than nine tenths of it.

Ayres had intended to classify all the 2,000 words that seem to comprise an average person's entire writing vocabulary. But it was found that any word beyond the first 1,000 was used very infrequently. Most of the words in the list of 1,000 we would use, no matter what the subject under consideration.

Relative Frequency of Words

THE relative frequency of certain of the words is not surprising. We might have known that *I* would appear nearly twice as often as *you,* and *we* much oftener than *they;* for the personal pronouns refer to a subject which is almost invariably

more interesting to the average person than anything else.

He appears oftener than *she,* and *his* oftener than *her,* probably not because people generally are less interested in the indubitably popular feminine sex, but simply because men are more identified with active affairs of the world than women, and consequently must be referred to more frequently. *Miss* is written about three times as often as *Mrs.* We write *Sunday* 78 times in 100,000 words, and the other days in a descending scale, as follows: *Monday,* 64; *Saturday,* 63; *Friday,* 62; *Tuesday,* 61; *Thursday,* 56; *Wednesday,* 42.

Why should we write "Sunday" noticeably oftener than any other day? Probably because part of people's letter-writing refers to social activities, or, rather, non-business activities, and these occur more on Sunday than on week days. We write to a friend about what we did last Sunday or hope to do next Sunday, rather than about routine matters happening during the week at the office.

The almost equal use of the words, *Monday* and *Saturday,* also *Friday* and *Tuesday,* is not difficult of explanation. Monday is the most important working day, because it is the beginning of a new week. Saturday is next in importance because it is the end of the week. What is true of Monday and Saturday is true, in a modified degree, of Tuesday and Friday. On the one we are still starting new tasks, and on the other we are beginning to get up steam again to wind up things before we shut down our desk on Saturday night. Wednesday and Thursday, being the middle days,

lack the inspirational effect that comes from either starting or finishing our week's work. Just why Wednesday should be referred to so much less than Thursday is a question. Nearly every business man is more inclined to let his office work slide on Wednesday than on any other day—maybe because he worked with especial diligence on Monday and Tuesday. He probably is disinclined to make appointments or any special plans for Wednesday, and therefore does not mention that day as often as the others in his letters.

OF the months, January is written the most, though only 47 times in each 100,000 words. In this tabulation, mere dates at the head of the letters, were not considered. The other months rank in frequency, as follows: September, 43; October, 42; August, 40; February, 37; July, 36; November, 35; December, 31; March, 31; April, 30; May, 30; June, 26.

The fact that January is the first month of the year is probably enough explanation as to why it ranks first. But why should June, with its beautiful, balmy, oh-so-rare days, come last? To be perfectly frank, I do not know.

Consider now the six *W* words: *who, where, what, when, why,* and *how*—the latter with the W at the end instead of the beginning. Using these words as a kind of jimmy, we can find out nearly all that is to be learned about any subject. They are extremely important words. What happened? Who did it? Who knows most about it? Where did it happen? When was it? How did it happen? Why did it happen?

An account of any event, in which all the ques-

tions raised by those six words are answered, would be a pretty complete one.

In the frequency table, the six words come in this order: *When,* 288 times per one hundred thousand; *what,* 244 times; *who,* 192; *how,* 103; *where,* 96; *why,* 52.

One might do a lot of philosophizing about that brief list! In a sense, there is nothing so important as the *why* of a given proposition. If we knew exactly why there is so much industrial discontent, for instance, we would be in a better position to remedy the trouble than if we merely know *what* is happening. But *when* and *what* are the most used of these six inquisitorial words. They elicit comparatively superficial information —but that is just the point. Most of us *are* superficial. From the fact that *when* is the most used of all, we may judge how important is the element of time in human affairs. In ordinary conversation we ask more questions beginning with *when,* than any other kind. Stop and think of the six questions you would most like to have answered. I'll venture that they would be such questions as these: When will I be married? When will my salary be raised? When will my wandering boy come back?

One might go on indefinitely drawing deductions about human nature from the relative frequency of these one thousand commonest words. There was a time when the word *horse* would have appeared far oftener than *automobile,* but now the reverse is true—though by a very close margin. We write *son* oftener than *daughter;* partly, perhaps, because there are more sons than daughters, and also because the sons are more actively participating in affairs.

The Thousand Most Used Words

These words are here arranged in the order of the frequency of their use. The figures opposite each word indicate the number of times it appears in 100,000 words written by an average person in letters on business or other topics.

the	6,393	had	397	write	182
and	3,438	has	391	thing	181
of	3,422	very	383	think	180
to	3,217	were	368	should	178
I	2,387	been	370	truly	178
a	1,911	would	362	now	177
in	1,904	she	350	its	175
that	1,422	or	348	two	173
you	1,306	there	341	take	172
for	1,241	her	311	thank	170
it	1,197	an	298	do	169
was	991	when	288	after	168
is	931	time	279	than	167
will	873	go	277	sir	163
as	854	some	273	last	161
have	846	any	257	house	160
not	831	can	250	just	160
with	822	what	244	over	160
be	816	send	242	then	159
your	793	out	238	work	158
at	698	them	238	day	157
we	695	him	233	here	157
on	667	more	232	said	153
he	619	about	220	only	151
by	611	no	220	well	151
but	572	please	211	am	147
my	557	week	211	these	146
this	551	night	206	tell	145
his	543	their	205	even	144
which	540	other	203	made	144
dear	523	up	201	know	143
from	488	our	200	year	143
are	468	good	198	before	138
all	448	say	198	long	137
me	444	could	193	sincerely	135
so	432	who	192	shall	133
one	428	may	189	sent	131
if	408	letter	188	us	131
they	400	make	185	give	130

Mr.	129	those	93	enough	69
like	128	too	93	fine	69
enclose	126	man	92	order	69
next	125	own	92	bed	68
want	125	receive	91	cold	68
hope	122	soon	91	live	68
love	121	once	89	mail	68
men	121	street	88	few	67
old	118	ask	87	hear	66
every	117	down	87	child	65
find	117	yet	87	mother	65
most	117	see	86	return	65
such	117	since	86	same	65
today	117	cannot	85	almost	64
must	116	help	85	because	64
way	116	away	83	big	64
first	115	course	83	Monday	64
new	113	through	83	month	64
seem	113	call	82	start	64
morning	112	meet	82	always	63
school	112	people	80	both	63
great	111	another	79	cordially	63
wish	110	number	78	expect	63
home	109	place	78	mean	63
feel	106	Sunday	78	quite	63
glad	106	use	78	Saturday	63
never	106	church	77	again	62
three	106	nice	77	Friday	62
much	105	sure	77	something	62
how	103	anything	76	talk	62
until	103	hour	76	though	62
many	102	children	75	office	61
put	102	don't	75	Tuesday	61
get	101	four	75	best	60
into	99	kind	75	came	60
let	98	oblige	75	says	60
yesterday	98	nothing	74	car	59
come	97	off	74	ground	59
ever	97	believe	73	room	59
girl	97	boy	73	thought	59
also	96	city	73	under	59
where	96	found	72	board	58
while	96	pay	72	far	58
did	95	tomorrow	71	nine	58
little	95	doctor	70	without	58
look	94	five	70	arrest	57
respectfully	94	o'clock	70	trip	57
afternoon	93	read	70	cent	56
Miss	93	back	69	right	56

side	56	whom	46	hot	39
Thursday	56	broke	45	known	39
friend	55	during	45	least	39
bad	54	feet	45	plan	39
late	54	itself	45	saw	39
money	54	several	45	seen	39
need	54	brought	44	whole	39
still	54	everything	44	whose	39
book	53	run	44	action	38
hand	53	took	44	change	38
mile	53	better	43	court	38
paper	53	lost	43	follow	38
party	53	possible	43	matter	38
word	53	September	43	cost	37
madam	52	sick	43	February	37
six	52	visit	43	lady	37
ten	52	went	43	part	37
why	52	act	42	reply	37
perhaps	51	begin	42	spend	37
answer	50	desire	42	attend	36
half	50	eat	42	case	36
keep	50	guess	42	fall	36
life	50	hard	42	however	36
ago	49	line	42	July	36
business	49	mind	42	report	36
does	49	October	42	speak	36
each	49	poor	42	vote	36
eight	49	remember	42	wife	36
knew	49	Wednesday	42	bring	35
picture	49	women	42	company	35
show	49	wonder	42	cut	35
build	48	conference	41	member	35
care	48	died	41	November	35
eye	48	glass	41	open	35
gentleman	48	held	41	reach	35
head	48	less	41	regard	35
left	48	understand	41	woman	35
whether	48	along	40	according	34
interest	47	August	40	between	34
January	47	evening	40	bill	34
present	47	father	40	certain	34
teacher	47	forenoon	40	copy	34
tire	47	large	40	deal	34
upon	47	meant	40	director	34
young	47	seven	40	might	34
done	46	address	39	move	34
high	46	charge	39	rain	34
sorry	46	family	39	small	34
train	46	finish	39	summer	34

together	34	unfortunate	30	form	26
against	33	arrange	29	himself	26
clean	33	awful	29	intend	26
decide	33	complete	29	June	26
issue	33	fire	29	list	26
Mrs.	33	forget	29	public	26
near	33	gave	29	station	26
prompt	33	kill	29	table	26
question	33	mere	29	true	26
ring	33	nearly	29	already	25
sit	33	neither	29	appreciate	25
stamp	33	noon	29	body	25
turn	33	past	29	clear	25
winter	33	service	29	cover	25
busy	32	unless	29	driven	25
folks	32	aunt	28	fair	25
happy	32	ball	28	getting	25
lake	32	character	28	got	25
maybe	32	full	28	instead	25
obtain	32	further	28	pleasant	25
pass	32	learn	28	price	25
ran	32	often	28	relative	25
study	32	principle	28	rule	25
become	31	ride	28	son	25
December	31	second	28	song	25
dress	31	sister	28	sudden	25
early	31	size	28	throw	25
either	31	state	28	war	25
end	31	thus	28	west	25
except	31	yes	28	world	25
farther	31	afraid	27	accept	24
heard	31	annual	27	alone	24
March	31	automobile	27	arrive	24
person	31	coming	27	began	24
rather	31	date	27	carry	24
water	31	heart	27	distribute	24
written	31	law	27	earliest	24
April	30	name	27	effort	24
Christmas	30	running	27	hat	24
country	30	separate	27	justice	24
fact	30	sold	27	lose	24
herself	30	told	27	lot	24
immediate	30	although	26	material	24
marriage	30	among	26	nor	24
May	30	association	26	sometimes	24
provision	30	close	26	struck	24
reason	30	club	26	unable	24
slide	30	dollar	26	various	24
story	30	evidence	26	anyway	23

band	23	tax	22	themselves	20
boat	23	allow	21	third	20
dark	23	amount	21	top	20
difference	23	appoint	21	toward	20
door	23	expense	21	watch	20
enter	23	felt	21	wrote	20
face	23	fifth	21	account	19
husband	23	fill	21	across	19
importance	23	front	21	around	19
lead	23	information	21	card	19
light	23	miss	21	cause	19
offer	23	none	21	death	19
pleasure	23	press	21	divide	19
prepare	23	red	21	doubt	19
refer	23	salary	21	drown	19
represent	23	secure	21	easy	19
rest	23	set	21	escape	19
river	23	tenth	21	free	19
scene	23	ticket	21	gone	19
special	23	usual	21	happen	19
stand	23	wait	21	hurt	19
stop	23	worth	21	led	19
trust	23	beside	21	low	19
try	23	bought	20	mention	19
walk	23	built	20	promise	19
warm	23	buy	20	result	19
weather	23	carried	20	select	19
condition	22	destroy	20	serve	19
different	22	direction	20	soap	19
else	22	fell	20	suggest	19
especially	22	fourth	20	teach	19
game	22	grand	20	terrible	19
grant	22	hold	20	therefore	19
indeed	22	inform	20	uncle	19
liberty	22	lay	20	absence	18
necessary	22	leave	20	article	18
object	22	length	20	became	18
paid	22	loss	20	behind	18
plant	22	mine	20	brother	18
popular	22	ought	20	dead	18
post	22	outside	20	delay	18
pretty	22	pair	20	drill	18
prison	22	probably	20	effect	18
road	22	ready	20	employ	18
section	22	real	20	entire	18
subject	22	request	20	entrance	18
success	22	spring	20	extreme	18
supply	22	stay	20	fix	18
system	22	stole	20	forty	18

general	18	tonight	17	convenient	15
objection	18	total	17	convention	15
perfect	18	trouble	17	daughter	15
period	18	abroad	16	declare	15
rapid	18	air	16	estate	15
region	18	appear	16	event	15
remain	18	beautiful	16	factory	15
repair	18	burn	16	favor	15
sail	18	capture	16	God	15
search	18	career	16	illustrate	15
short	18	check	16	injure	15
stood	18	contain	16	lesson	15
suppose	18	deep	16	minute	15
view	18	direct	16	news	15
white	18	dozen	16	political	15
able	17	east	16	prove	15
above	17	elect	16	rate	15
assure	17	election	16	soft	15
auto	17	engage	16	suffer	15
baby	17	express	16	surprise	15
catch	17	final	16	tree	15
duty	17	finally	16	wear	15
education	17	gold	16	within	15
extra	17	horse	16	yard	15
fail	17	motion	16	age	14
foot	17	north	16	athletic	14
forward	17	occupy	16	attention	14
goes	17	preliminary	16	avenue	14
government	17	principal	16	bear	14
impossible	17	proceed	16	begun	14
include	17	provide	16	belong	14
income	17	refuse	16	camp	14
increase	17	relief	16	cast	14
inside	17	retire	16	circular	14
investigate	17	shed	16	class	14
judgment	17	sight	16	clothing	14
navy	17	south	16	collect	14
omit	17	spent	16	colonies	14
opinion	17	stopped	16	combination	14
police	17	vacation	16	comfort	14
position	17	weigh	16	complaint	14
power	17	wind	16	consideration	14
prefer	17	wonderful	16	disappoint	14
proper	17	add	15	distinguish	14
push	17	affair	15	due	14
raise	17	attempt	15	feature	14
really	17	black	15	field	14
round	17	claim	15	firm	14
shut	17	common	15	human	14

manner	14	foreign	13	fortune	12
neighbor	14	guest	13	height	12
progress	14	history	13	honor	12
recent	14	important	13	ice	12
sea	14	imprison	13	inspect	12
session	14	improvement	13	invitation	12
statement	14	jail	13	judge	12
suit	14	newspaper	13	land	12
theater	14	organization	13	ledge	12
visitor	14	personal	13	local	12
agreement	13	piece	13	machine	12
alike	13	play	13	majority	12
allege	13	primary	13	mayor	12
application	13	receipt	13	measure	12
argument	13	responsible	13	mountain	12
arrangement	13	restrain	13	national	12
beg	13	royal	13	official	12
chief	13	secretary	13	organize	12
cities	13	spell	13	page	12
clerk	13	stone	13	particular	12
command	13	summon	13	point	12
committee	13	testimony	13	population	12
concern	13	track	13	pound	12
consider	13	travel	13	practical	12
contract	13	victim	13	president	12
crowd	13	accident	12	print	12
dash	13	addition	12	private	12
debate	13	adopt	12	property	12
decision	13	army	12	publication	12
degree	13	assist	12	publish	12
department	13	associate	12	purpose	12
diamond	13	await	12	race	12
difficulty	13	beginning	12	railroad	12
discussion	13	block	12	recommend	12
district	13	blow	12	recover	12
elaborate	13	blue	12	reference	12
emergency	13	born	12	senate	12
empire	13	box	12	serious	12
engine	13	bridge	12	ship	12
enjoy	13	celebration	12	steamer	12
entertain	13	center	12	support	12
entitle	13	century	12	term	12
estimate	13	chain	12	town	12
experience	13	circumstance	12	treasure	12
fight	13	citizen	12	vessel	12
figure	13	connection	12	volume	12
file	13	convict	12	wire	12
flight	13	develop	12	witness	12
flower	13	examination	12	wreck	12
		famous	12		

as to Difficulty of Spelling

sometimes	forenoon	often	guess	meant	principal	organization	immediate	decision	judgment
declare	lose	stopped	circular	earliest	testimony	emergency	convenient	principle	recommend
engage	combination	motion	argument	whether	discussion	appreciate	receipt		allege
final	avenue	theater	volume	distinguish	arrangement	sincerely	preliminary		
terrible	neighbor	improvement	organize	consideration	reference	athletic	disappoint		
surprise	weigh	century	summon	colonies	evidence	extreme	especially		
period	wear	total	official	assure	experience	practical	annual		
addition	entertain	mention	victim	relief	session	proceed	committee		
employ	salary	arrive	estimate	occupy	secretary	cordially			
property	visitor	supply	accident	probably	association	character			
select	publication	assist	invitation	foreign	career	separate			
connection	machine	difference	accept	expense	height	February			
firm	toward	examination	impossible	responsible					
region	success	particular	concern	beginning					
convict	drown	affair	associate	application					
private	adopt	course	automobile	difficulty					
command	secure	neither	various	scene					
debate	honor	local	decide	finally					
crowd	promise	marriage	entitle	develop					
factory	wreck	further	political	circumstance					
publish	prepare	serious	national	issue					
represent	vessel	doubt	recent	material					
term	busy	condition	business	suggest					
section	prefer	government	refer	mere					
relative	illustrate	opinion	minute	senate					
progress	different	believe	ought	receive					
entire	object	system	absence	respectfully					
president	provision	possible	conference	agreement					
measure	according	piece	Wednesday	unfortunate					
famous	already	certain	really	majority					
serve	attention	witness	celebration	elaborate					
estate	education	investigate	folks	citizen					
remember	director	therefore		necessary					
either	purpose	too		divide					
effort	common	pleasant							
important	diamond								
due	together								
include	convention								
running	increase								
allow	manner								
position	feature								
field	article								
ledge	service								
claim	injure								
primary	effect								
result	distribute								
Saturday	general								
appoint	tomorrow								
information	consider								
whom	against								
arrest	complete								
themselves	search								
special	treasure								
women	popular								
present	Christmas								
action	interest								
justice									
gentleman									
enclose									
await									
suppose									
wonderful									
direction									
forward									
although									
prompt									
attempt									
whose									
statement									
perhaps									
their									
imprison									
written									
arrange									

In the accompanying spelling table the words are placed in 26 columns—one for each letter of the alphabet—and those in each column are about equally hard to spell. It will be noted that the easiest words in the list are not exactly the same as those that children ordinarily are first taught in the primary grades. Words like *cat* and *rat* are not particularly difficult to spell, but it is not often that one has occasion to spell them. A person might conceivably write a dozen letters on business or social topics and never once mention a cat or a rat. In fact, these words are used so seldom that they did not even win themselves a place in Ayres's 1,000 commonest words.

Salutation and Closing Words of Letters

In connection with this study, Ayres has made a separate tabulation of the salutations and closing phrases of each of two thousand letters. The detailed data are as follows:

Salutation	Times Used
Dear ——	520
Dear Sir	490
My dear ——	476
Gentlemen	207
Dear Madam	163
Miss	28
Dear Miss ——	17
Dear Friend	17
Dear Sirs	14
12 others used less than 10 times each	63
	2,000

The tabulation of the endings showed that "Very truly yours" was the most common form, with "Yours truly" a close second. About five per cent of the letters had no formal ending at all, other than the names of the writers. Here are the details:

Closing	Times Used
Yours truly	728
Sincerely	535
Respectfully	269
Oblige	148
Cordially	59
Yours	39
Love	34
Your friend	22
Faithfully	20
12 miscellaneous	48
No ending	98
	2,000

Project No. Two

Project No. Two

PROJECT 2

YOUR project for Book II carries you into the study of the goods and the preparation of a selling-talk. You are, let us say, in the employ of The International Drug Company. The company has developed a new tooth paste, after several years of investigation and experiment in its chemical department. The salesmen have been called in for a conference in order to work out the best possible selling-talk for the tooth paste.

The company has not hitherto manufactured a tooth paste, but has gained a splendid reputation for its drugs which are sold only to drug stores, and to jobbers of drugs and allied lines. The tooth paste, however, is to be sold by you, as a salesman, not only to the retail drug stores, but to all stores carrying toilet preparations. That would include all department stores, general stores in small towns, and a great many small dry goods stores in the cities.

The principal points of value and interest about the new tooth paste are as follows:

1. It is much more than a tooth cleanser. Many tooth pastes and some powders are nothing more than a mixture of soap with a flavoring medium. Some contain, in addition, inert substances like chalk or pulverized orris root. Some pastes and powders also contain substances which neutralize the acids of the mouth and harden the gums.

2. Your tooth paste has those properties and more. Its chief value lies in its power to dissolve the film which gathers on the teeth, causing them to appear yellow, and to prevent tartar. It is antiseptic—counteracting or preventing putrefaction of the food particles left between the teeth. It is a disinfectant and deodorant. It is astringent and relieves pyorrhea and other diseases of the gums.

3. The company has had the tooth paste tested by some fifty people over a period of six months, and has had dentists make observations of the teeth and mouths of these people once a week. The testimonials of the dentists and of the test squad (the fifty people) amply justify the claims mentioned in Paragraph 2. These claims are conservative, for the company believes in the policy of understating rather than overstating the merits of its products.

4. Because of the ingredients in this paste and the care necessary in compounding it, the retail selling price for a 2½ ounce tube must be around 60c. The wholesale price to the dealer must, therefore, be higher than that of your competitors (granting that you have any); but the dealer will make a slightly larger profit than he now receives on other and less efficacious tooth pastes.

5. Your company plans a national publicity campaign to advertise the paste, and will supply the dealer with unique and artistic advertising matter.

What You Are to Do

Your sales manager has supplied you with the foregoing facts and has asked you to post yourself thoroughly on tooth pastes, for you will have to compete with several makes. In order to get the facts about competing lines, drop a letter to each of the following companies and ask them to send you a sample of the tooth paste mentioned, together with literature about it:

The Pepsodent Company (Pepsodent Paste)
1104 South Wabash Avenue, Chicago.

McKesson & Robbins, Inc. (Calox Paste)
91 Fulton Street, New York City

Lehn & Fink, Inc. (Pebeco Paste)
Greenwich and Morton Streets,
New York City.

Colgate & Company (Ribbon Dental Cream)
199 Fulton Street, New York City.

The Kolynos Company (Kolynos Paste)
New Haven, Conn.

Forhan Company (Forhan's for the Gums)
200 Sixth Ave., New York City.

Read all the literature which you receive and study carefully the subject of tooth paste from every angle.

Then work out your project along two lines:

1. Using the Hawkins Chart as a guide, chart the facts about your tooth paste. Be sure to include every possible point about your own goods

and the various competing pastes. You will probably be able to cover several pages with data extended out under subordinate headings. Make the chart so plain and complete that when you hand it to your sales manager he will know exactly what you mean.

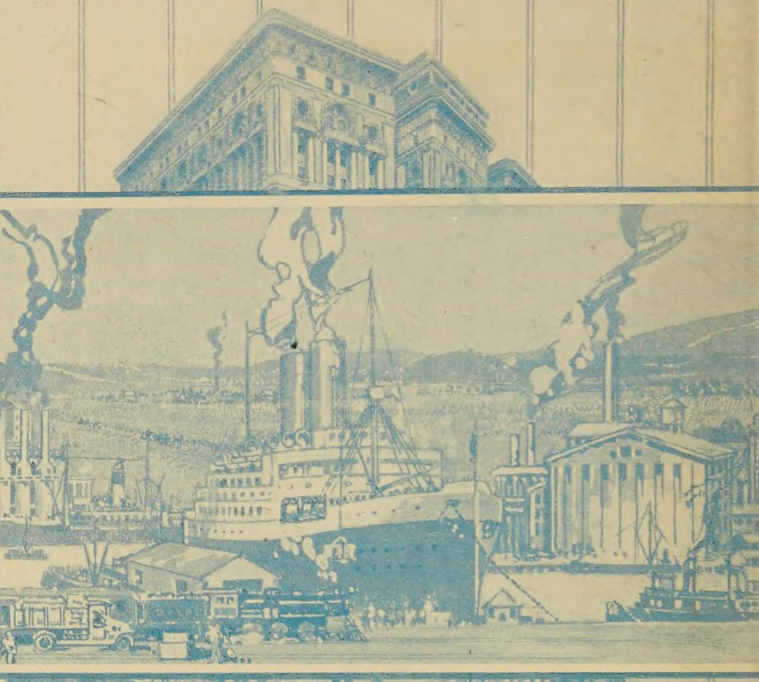
2. Taking your points from the chart write out a selling-talk that will be logical, convincing, and appealing, according to the requirements in Lessons 6, 7, and 8. As a supplement to the selling-talk compare your paste with your nearest competitor's.

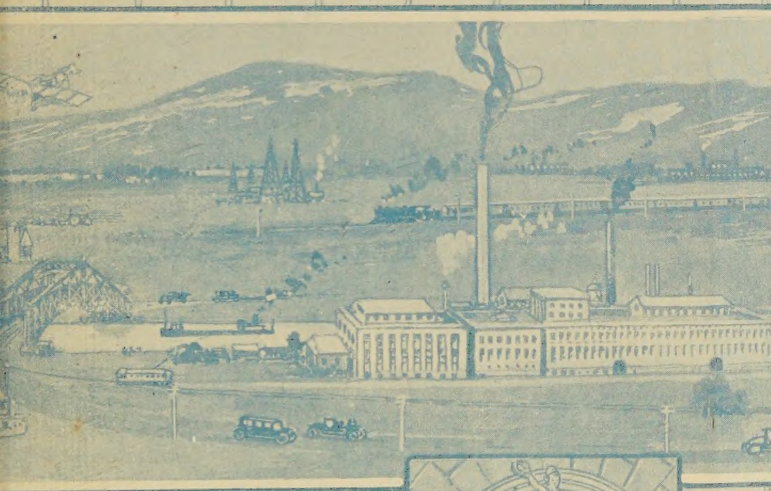
Instructions

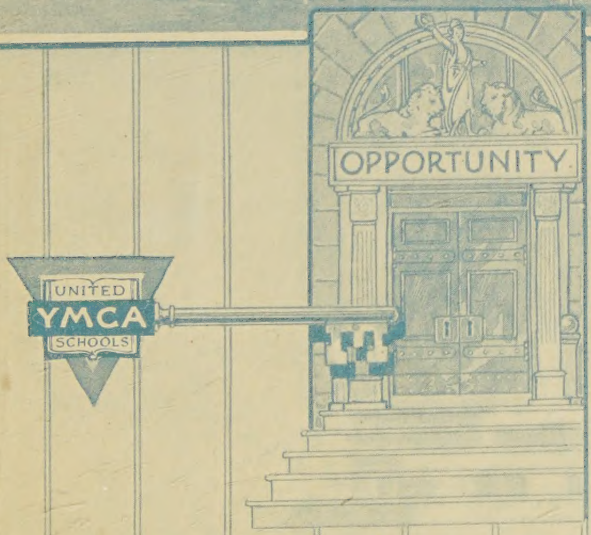
1. Write your chart and your selling-talk on paper 8½ x 11 inches, with ink. Do not include in your chart any of the Hawkins points not necessary for *your* goods. The selling-talk should be written in paragraphs and sections, and it should be written just about as you would talk to a prospect. Make it complete.

2. Read again the instructions on page 1 of Project 1, and follow them as far as they apply to this project. But, in order that the examiner of your papers may be able to standardize the analyses and sales talks, you are to confine yourself to the one article given in the project—tooth paste.

This project covers only a *chart* and a *selling-talk;* the latter is to include what you would say to a prospect *after* you have secured an audience.







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